



**St. MARY'S UNIVERSTY**  
**SCHOOL OF GRADUATE STUDIES**

**DETERMINANTS OF EMPLOYEES TURNOVER INTENTION**  
**IN THE CASE OF AGL LOGISTICS ETHIOPIA**

**BY:**  
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**JULY, 2024**  
**ADDIS ABABA, ETHIOPIA**

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**A FINAL PAPER SUBMITTED TO ST. MARY UNIVERSITY FOR THE PARTIAL  
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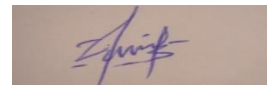


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## **Acronyms and Abbreviation**

AGL: Africa Global Logistics

HR: Human Resource

SPSS: Statistical Package for Social Science

### **Abstract**

*The main purpose of the study was to identify the Determinant of Employees' Turnover Intention in AGL Logistics. The study employed descriptive and explanatory method using primary and secondary data. The study also employed survey method. It had used close ended self-administered questionnaire which is designed to collect quantitative data. The questionnaire design includes 4 items of demography, 7 dimensions of determinants of turnover with 36 items and turnover intention. Independent and dependent variables' items utilized five Point Likert-scales. A total of 150 questionnaires were administered and 143 were analyzed with a response rate of 86.52%. The reliability and validity test were done before analyzing the data. Data analysis was done by descriptive statistics, correlation and regression analysis using SPSS 20(Statistical Package for Social Science V20). Seven determinant of employee turnover; career advancement, salary, job security, organizational culture, employee attitude, organizational commitment, and location of a company, were assessed at AGL Logistics. The study also found AGL Logistics employees have high intention to leave the company. The other finding was that all determinant of turnover intention have negative relationship with turnover intention. Besides this, all determinants of employee turnover were found to be insignificantly associated with turnover intention. Furthermore, the study found that all determinant of employee turnover explained turnover intention. The regression model explains about 64.7% of the variance in the dependent variable i.e. turnover intentions was explained by the independent variables i.e. organization culture, job security, Salary, career advancement, employee attitude, organization commitment, and location of a company. Therefore, to reduce turnover intention the policy makers and/or AGL Logistics management must focus to improve the determinants of employee turnover that have high impact on turnover intention.*

**Key Words: employee, determinant, turnover, turnover intention.**



# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

In the competitive business world, employees are becoming critical assets in the organization. Employees' commitment determines organizational performance and survival. Employees are expected to fulfill organizations needs and objectives (Arokiasamy *et al.*, 2010) thus; many organizations are putting high expectations beyond the employees' capabilities. From an organization point of view, retaining the best employees are equally important with keeping pace with technological advances (Kuean *et al.*, 2010; & Dawley *et al.*, 2010). According to Kuean *et al.*, it is an open secret that employers are competing with each other in the labor market to get some efficient, creative and innovative employees in order to sustain their competitive advantage.

However, despite the measures taken by the organizations to retain their talents, turnover is a persistent issue in if not all, perhaps in most organizations. Trevor and Nyberg (2008) concur that high level of employee turnover may impede the quality, consistency and stability of services that organizations provide to customers which eventually lead to customer's dissatisfaction.

Human resource professionals and organization executives focus on turnover for three main reasons: - it has significant cost implications, it affects overall business performance and it has the potential to become difficult to control which result in a talent loss and hard to find quality candidates with the skill sets required to fill open positions (Tett & Meyer, 1993).

Employee turnover is potentially costly and may have negative implications whether it is voluntarily, such as resignations or involuntarily, such as termination initiated by the employer. The possible negative impact of turnover to organizations might be due to high cost of recruiting, training and getting new employees, productivity loss during replacement search and retaining, loss of high performers or high-skilled workers, and disruption of social and communication structures. Abbasi *et al.*, (2008) added that the effect of turnover towards the organization is not only in terms of cost of termination, recruitment, selection, and advertising, but it also reflects the ability of the remaining employees to complete their mounting duties or accumulated works in the organization. Hence, Samad (2006) expounds that the personal costs of turnover may

impede to employees not only in the form of loss of friendship and benefits but perhaps a disruption of the family. When it comes to employee turnover management, there are a number of policy alternatives available to reduce employee turnover, including modifying or enhancing current policies around hiring, selection, on boarding, training, job design, and compensation. Nonetheless, the choice of policy ought to match the exact diagnosis of the issue. For instance, it is doubtful that employee turnover caused by subpar hiring practices would decrease if the policy were changed to only concentrate on the on boarding process. If the purpose of the policy adjustment is only to improve the organization's ability to provide on-the job training opportunities, then employee turnover due to wage rates that result in earnings that are not competitive with other enterprises in the local labor market is unlikely to reduce. Considering that the direct and indirect costs of employee turnover are rising.

The Study aimed to investigate the relationship between determinants of turn over intention and their factors at the case of AGL Ethiopia. The focus was on the factors which caused employees to Determine turn-over intention. This study aimed to fill gaps in identifying the Determinant of turnover intention of employees (i.e., achievement, recognition, responsibility, advancement, growth opportunities, the work itself, compensation/pay, supervision, work conditions, policies).

## 1.2 Background of the Organization

AGL (Africa Global Logistics), is Africa's leading Multimodal logistics operator, offering tailor-made and innovation global logistics solutions to its African and international customers. The company is now part of the MSC group, a leading shipping and logistics company. AGL benefits from expertise developed over more than a century. With a team of over 23,000 (Twenty-three thousand) employee's in 49 countries.

AGL Logistics Ethiopia is a pillar of the country's logistics sector. The company offers a full range of services to support business, both locally and internationally. In addition to its logistics expertise, AGL is also an employer committed to development in Ethiopia. The company plays an active role in creating employment opportunities by establishing local content contracts with local stakeholders, in line with the Ethiopian authorities' initiatives to promote economic transformation and diversification. AGL also employs more than 120 Ethiopian staff, whom it supports through training and career development program.

### 1.3 Statement of the Problem

Every business has different factors that contribute to employee turnover, thus businesses need to be always looking for ways to understand the problems that influence employee intention to leave. Researchers like Testa (2008) conducted a study and discovered that high turnover rates among skilled professionals can be risky for business and organizations because they require a significant investment in human capital (Knowledge, skills, and training). This is because skilled professionals are naturally specialized, and employers are likely to hire them for similar positions in the same industry.

Cohn and Golan (2007) found that job satisfaction is a significant factor in employee turnover, leading to lower productivity and costly turnover. Rhodes and Steers (2008) also identified job attitude as a key factor in turnover intention. Dissatisfied employees tend to seek new jobs, while those who like their jobs prefer to stay with their employer. However, the study was conducted in Ethiopia, where geographical attributes, political inclination, and socio-cultural values differ. Staff turnover is a significant problem for any organization, particularly in human resources management.

As per pilot study conducted by the supervisors and HR officers of Ethiopian Shipping lines and logistics service enterprise (2022), there are a number of causes or reasons mentioned for the exhibited high turnover in Logistics industry in Addis Ababa. To mention: Competent strategy and pay system are long revised, lack of good succession plan, organizational and working environmental factors are the main causes among others. Moreover, senior staffs do not provide with the necessary promotions and pay systems. Thus, it may lead the logistics industry to lose its precious asset, human capital. Also costs the industry in terms of management's time advertisement, recruitment, selection and training to adapt to the environment. Most significantly, customer services are negatively affected. All the mentioned costs ultimately affect the most important performance measures that direct all efforts towards it. Moreover, if those problems are not solved, the logistics industry may face more challenge, like job dissatisfaction, lack organizational commitment, unhealthy industrial working atmosphere, lack of salary and reward, lack flex time, high cost of selecting and training, high skilled and potential employees shift or move to other organization and ultimately it would hinder the authority from achieving its vision, and adversely affecting the competitiveness of the industry.

This study aimed to fill gaps in identifying the Determinant of turnover intention of employees (i.e., achievement, recognition, responsibility, advancement, growth opportunities, the work itself, compensation/pay, supervision, work conditions, policies).

Many organizations often focus on monetary factors to drive turnover intention. But researchers indicates Ali (2010), Fredrick (2010), Edward, (2010), Premeaux, (2000), Paul (2009), Duncan (2008), Maxwell (2010) and Phillip (2009) that turnover is driven by a combination of push and pull factors, such as organizational commitment, attitude, salary, career advancement, job security, and good company culture. This study aims to identify the determinants of employee turnover intention, including achievement, recognition, responsibility, advancement, growth opportunities, compensation, supervision, work conditions and polices.

As far as the researcher's observation or knowledge and preliminary discussion with HR director and personnel there is a frequent problem of employee turnover in AGL logistics, Ethiopia. So that, this study will try to explain, analyses the different determinant of turnover and employees are intend to quit their jobs. The study focus on determining factors of employee's turnover intention and in order to recommend the possible solution and tackle the problem in the organization.

#### 1.4 Basic research questions

This research study aims to answer the following basic research questions: -

1. What is the effect of organizational commitment in employee turnover intention in AGL Company?
2. What is the effect of organizational culture on turnover intention among employees in AGL logistics, Ethiopia?
3. How does employee attitude affect turnover intention in AGL Company?
4. How the company's salary policies affect employee turnover intention in AGL logistics, Ethiopia?
5. What is the effect of career advancement opportunity on employee's turnover intentions in AGL Company?
6. How does employee's job security affects employee's turn over intentions in AGL logistics?
7. To what extent the location of a company affect employee's turnover intentions in AGL logistics?



## 1.5 Objectives of the Study

### 1.5.1 General objective

This study was designed to identify the determinants of employee's turnover intention in the case of AGL logistics, Ethiopia.

### 1.5.2 Specific objectives

The specific objectives of the study include:

1. To assess the effect of organizational commitment in employee turnover intention in AGL Company.
2. To examine the effect of organizational culture on turnover intention among employees in AGL logistics, Ethiopia.
3. To describe the effect of employee attitude towards turnover intention in AGL Company.
4. To analyze the company's salary policy affects employee turnover intention in AGL logistics, Ethiopia.
5. To investigate the effect of career advancement opportunity on employee's turnover intentions in AGL Company.
6. To elaborate the employee's job security affects employee's turnover intentions in AGL logistics.
7. To describe the extent of how location of a company affects employee's turnover intentions in AGL logistics.

## 1.6. Significance of the Study

This research project will particularly help to look in to the determinants of employee's turnover intention in the case of AGL logistics, Ethiopia undertaken by the organization. Primarily, this study aims to point out these difficulties and thus improve the causes of employee's turnover in order to benefit from the findings. And then, the managers and organization's teams who are involved in the planning, designing, implementation and control of human resource could make use of the obtained information of this study. Furthermore, it will also contribute for human resource management knowledge in that the research paper follows a different approach in categorizing the challenges with employee turnover knowledge areas that can be used as a baseline for further study. Finally, given the important social and economic role of employees and the difficulties of their management, human resource managers could put more effort in developing knowledge and practices that leads to improved performance.

## 1.7 Scope of the study

The theoretical scope of the study focuses the determinant of turnover intention of employees: in the case of AGL logistics, Ethiopia and even though there are many logistics companies that are head quartered in Addis Ababa, the study is delimited to Addis Ababa that is found in Addis Ababa, Ethiopia. The methodological scope of the study is delimited to explanatory that describes the practice and related truths on the employee's turnover intention in the organization. The research also made advantage of the researcher chose to conduct a census survey in order to complete the research and draw more accurate conclusions because the study's sample size was smaller. The Sources of data are both primary and secondary sources.

## 1.8 Limitation of the study

There have been few empirical studies done in assessing determinants of turnover intentions. As a result it was limited with supportive literature. The other problem was lack of willingness of some respondents to give valuable and reliable information. These limitations prohibit the researcher to accomplish the following activities:

- Unable to cover all support seekers of the programmed.
- The data collection tools used in the study have their own limitation since the study had used only interview and questionnaire and it was better if others tools were used.
- It limits the research to only focus on assessing the determinants of turnover intentions and it doesn't consider other variables.
- It only considers assessing the determinants of turnover intentions in Ethiopia
- Despite the above limitations, the researcher read different research method materials and articles related to the topic to get the desired out come from the study.

## 1.9. Operational Definitions

The researcher used the following operational definitions of basic terms for this specific research:

**Determinant:** a factor which decisively, affects the nature or outcome of something (Oxford languages, 2023).

**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:** it is the termination of an individual's employment with a given company and movement of employees out of an organization (Tett & Meyer, 1993, p. 262).

**Turnover intention:** A thought of leaving the organization intended plan to switch their existing job and search for other by employees (Tett & Meyer, 1993).

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

**Organizational factors:** are factors which are attached with an organization and work as push factors for employees to quit (Folger & Greenberg, 1985)

**Attitude factors:** factors that are attached with employee behavior which are either positive and/or negative feelings that an individual holds towards his or her job (Mohammad, 2006).

**Organizational commitment:** is an attitude that reflects the strength of the linkage between an employee and an organization (Johns, 1996).

**Salary:** is the amount of money paid by employer to the employee periodically for the services he/she renders (Ongori, 2007).

**Career advancement:** it is the support an organization provides to employee professional growth, especially to employees' movement to a new position or project within the organization (Ugboro, 2006).

**Job security:** it is the sense of knowing that your job is safe from being cut. It is an assurance that you will be able to work in your current employment for the foreseeable future (Loquercio, 2006).

**Location of a company:** it is where the business area is situated in a way that provides competitive advantage to your business (Investopedia, 2006).

### 1.10 Organization of the paper

This study was organized into five chapters. The first chapter introduces background of the study, background of the organization, statement of problem, study objective, significance, scope and limitation of the study including the research questions addressed by this study. The Second Chapter presents related literature reviews that provide the conceptual and empirical review of the subject matter. The third chapter presents the design and research methodology of the study. It described and justified the methods, sample size, sampling technique, data collection and processes that were implemented in this study. The Fourth Chapter dealt with study results and discussion. Lastly, the Fifth Chapter presents the study conclusion and recommendations.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### 2.1. Introduction

In this chapter the existing literature on the related concepts appropriate to this study is examined and used to build the theoretical framework. First, the definitions, of turnover intention discussed where after the definition, type, cause, and effect of turnover intention or behavior relevant to the topic is dealt with. Besides, the independent variables (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, and policies) on employee turnover intention would be investigated. Then after; the empirical literature review on the related concepts is discussed. Finally, the theoretical framework of this study is developed that shows independent and dependent variables.

#### 2.2. Review of theoretical literature

##### 2.2.1. Concept of turnover

Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. Huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from the employer and the employees, wage, company benefit, employee turnover. Companies a deep interest in their employee turnover rate because it is a costly part of doing business (beem,2009).

Costly et al. (1987) found that the main causes of high labor turnover in an organization are poor personnel policies, poor recruitment policies, poor supervisory practices, poor grievance procedures, or lack of motivation. All these factors indicate that there are no proper management practices and policies on personnel matters, the employees are not recruited scientifically, promotion policy of the organization is not communicated to the employees properly, no grievance procedures are there in the organization and as such the employees decide to quit. Turnover is the result of the exit of some employees and entrance of others to the work organization.

Voluntaries turnover for personal reasons, on the other hand, involves such matters as reasons of health, retirement relocating family, or returning to school. Involuntary turnover is a termination

initiated by employer whereas internal turnover pertains to turnover caused by internal transfer and promotions.

According (Davar: 1999) the two most important causes, which tends to leaves or stay are job satisfaction includes recognition, opportunity for achievement and other factors associated with aspects of motivation.

Most theories of turnover maintain that employees leave their job voluntarily when their needs are not satisfied at their present place of work and an alternative job becomes available which the employees believe will satisfy more of their need. Jackson (1981) and Seta (1991) have studied in their studies that high turnover is caused by unhappiness with the work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening. Other causes are lack of career opportunity and challenges, dissatisfaction with the job scope or conflict with management.

## 2.2.2 Turnover Intentions

### *2.2.2.1 Definitions of Turnover Intentions*

The theory of turnover shows that turnover intention is the best predictor of whether a worker leaves the firm or not and the cognitive process of thinking and planning to leave a job (Lambert, 2006). According to Medina (2012), turnover intention is defined as an employee's intent to find a new job with another employer within the next year. Moreover, intention to leave is considered a conscious and deliberate desire to leave an organization within the near future and is the last part of a sequence in the withdrawal cognition process (Mobley, Horner, & Hollingsworth, 1979). Three elements exist in the withdrawal cognition process: namely, thoughts of leaving the organization, the intention to search for another job somewhere else, and the intention to leave. Hence, according to McWilliams (2011), the last part of this process (intention to quit) is costly for organizations both directly and indirectly. It is costly directly by losing staff through recruitment, selection, training, and development and indirectly through the loss of tacit knowledge and intellectual property to competitors. Furthermore, Parry (2008) found that actual turnover and intent were influenced by a separate set of factors, with intent to leave being a poor predictor of turnover behavior; most of the turnover research supports overwhelmingly the predictive strength of turnover intentions. Generally, turnover intentions have been an extremely powerful concept that helps to understand employee attitude and behavior. A study conducted by Iiyas (2013) contributed to the literature on turnover intentions by understanding heterogeneity

among employees' turnover intentions within call center industry, where it is almost a norm to quit. It is important to identify and understand which attitudes of employees are associated with their decision to stay, leave or be unsure about either.

### *2.2.2.2 Types of Turnover Intentions*

The separation of employees from an organization may be due to voluntary or involuntary turnover (Allen, Shore and Griffeth, 2003). It is voluntary when the choice of leaving the organization is initiated by the employee and involuntary where the employee has no choice in their termination. It may result from the following situations: dismissal, retrenchment/redundancy, retirement, long term sickness, physical/mental disability, moving or relocated abroad, and death. Turnover intention is a well-researched topic. Many authors have studied its close relationship with voluntary turnover. Voluntary turnover is further distinguished into functional and dysfunctional turnovers.

Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refers the exit of effective performers. Dysfunctional turnover is of greatest concern to the management due to its negative impact on the organizations general performance. Dysfunctional turnover could be further classified into avoidable turnover (caused by lower compensation, poor working conditions, etc.) and unavoidable turnovers (like family moves, serious illness, death.etc) over which the organization has little or no influence.

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

#### **I. Involuntary turnover**

Involuntary turnover is split in to discharge and downsize

##### **1. Discharge turnover:**

Discharge refers to an involuntary separation of employees from the pay roll for inadequate performance for violation of the company rules (French, 1993) most union members and officials often label discharge as "capital punishment". There are two types discharge causes discharge for performance related causes and discharge for discipline related causes.

##### **A. Discharge of performance related causes;**

Discharge for performance related causes refers to firing of employee, whose performance is below job standards in terms of work quantity, quality, method, time line or cost (Leuesque 1993).

## **B. Discharge for discipline related causes;**

An employee who is found to have committed company's role in fraction is supposed to be penalized. The major disciplinary problems falling hereunder includes attendance problem such as excessive absence and tardiness, production problem such as refusal to accept assignment and authorized work stoppage, loyalty issues including theft and satisfaction of record, and work place behavior problems such as violation of grooming case, drunkard and physical assault (leuesquel, 1993).

## **2. Downsizing turnover**

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

### **II. Voluntary turnovers**

Voluntary turnover in turn, is broken down in to avoidable and unavoidable turnover

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

2. Unavoidable turnover; a turnover that happens in unavoidable circumstance is called as unavoidable turnover; For instance, employee's death or spouse's relocation.

Therefore, some factors are that are in part, beyond, the control of management, such as the inability of a member's staff. Other factors have been categorized involuntary turnover in the past as the need to provide care for children or looking after aged relatives. Today such factors should not be seen as involuntary turnover as both government regulations and company policies create the opportunities for such staff to come back to work, or to continue to work on a more flexible basis (Ongori 2007)

### **2.2.3 Common Types of Employee Turnover**

Employee turnover is commonly as each type of movement in and out of the organization these are separation and accession (Lloyd, Byers. Leslie W.Rue.2004).

- 1. Separation:** Separation is whole levels for any reason such as, termination lay off and retirement is considered the prominent among separation process.
- 2. Termination:** Termination is the dissolution of the employment relationship that is originated by the organization. Failure to follow organization policy or procedure is yet the reason for termination. More broadly, the reasons for termination often vary according to the level the employee Occupies with an organization. Lower level

employees are most often terminated due to job performance in subordination or failure to comply with written policies and procedures managers and other high-level employees are often fired when there is a lack of fit or a personally characteristic that has resulted in negative organizational outcomes. The human resource department is often heavily involved when an employee is to be terminated termination often classified in to resignation dismissal (H. John Bernard in 2003)

3. **Resignation (voluntary turnover):** Resignation is defined as termination by the employee he or she (Robert L.Lussier 2005)resignation can be avoidable or unavoidable. Avoidable resignation indicates room for some improvement in the organizational climate. Her exist interview are helpful to single out to main reasons such as compensation promotion nature of super vision and so on, on the other hand unavoidable resignations are those caused due to marriage return to school and other personal factors
4. **Dismissals:** Some of the reason include when company enforces termination. It is termed as dismissal. It is most severe penalty that an organization can impose on its employee. This situation may be due to faulty selection, poor orientation, improper training and unsatisfied working conditions (Robert Mathis John H,Jackson 1997)
5. **Lay off:** Lay off refers tactical, physical action of elimination redundant skills in the organization. Lay off is an involuntary employee turnover both temporary and permanently; it is involved temporary or indefinite removal from pay roll people with surplus skills (French, 1998). Lay off is necessitated when labor cost are out of line of when product, technological or other change result in the elimination of some job (Margaret foot, Caroline hook.2005). According to the proponent of the seniority criterion, employee having the highest length of service and hence are loyal, are retained. Even the time of expense performance while employee who are the last to join the organization are laid off despite the fact they are good performers.
6. **Retirement:** Retirement is defined as an individual's decision to leave a position within an organization or a professional path after a significant amount of time, taken after middle age, with the goal of reducing their psychological commitment to work there going forward. Mandatory retirement was eliminated by the discrimination in employment act. The mandatory retirement age in Ethiopia is 65. However, some



professionals such as doctors and university professors may be permitted to work past the legal retirement age.

#### 2.2.4 Cause of Turnover Intentions

There are a number of reasons why turnover and turnover intentions takes place. According to Shamsuzzoha A.(2007), some of the factors that affects employee turnover are the economy (the availability of higher paying jobs and in a better economy the availability of alternative jobs plays a role in turnover),demographics, the characteristics of the job ,the individual factors (including things such as changes in family situations, a desire to learn a new skill or trade or an unsolicited job offer) ,unmatched of the employee's skill and the job substandard equipment tools or facilities ,unequal or substandard wage structures, inadequate or lackluster supervision and training ,recognition(feelings of not being appreciated ), and lack of opportunity for advancement or growth. The Mobley model (Lee, TW 1988) one of the turnover models, was a seminal conceptual work that effectively outlined the process by which job discontent might result in employee turnover, According to the concept, there are typically seven phases that an employee goes through in order to get from work discontent to final turnover. According to Mobley's theory , when an employee is unhappy at work, they may consider leaving, which could prompt them to consider the expenses of leaving their current position as well as the potential benefit of looking for another one. An desire to look for other employment may arise from the evaluation, which is likely to drive the employee to look for other employment up until the evaluation of the acceptability of any particular options, the workers.(Jeffry 2007)

Furthermore, Shamsuzzoha A. (2007),explained that turnover basically arises from the unhappiness from job place for individual employee but being unhappy in a job is not the only reason why people leave one company for another.If the skills that they possess are in demand, they may be lured away by higher pay ,better benefits or better job growth potential .That's why it is important to know and recognize the difference between employees who leave the job because they are unhappy and those who leave for other reasons.

Many studies conducted in different setting to understand the effects of the overall job satisfaction or the facets of job satisfaction on employees' turnover intention. Among these researchers (Chiang & Hsieh, 2012; Saeed, et.al. 2014, Zopiatis, Constanti,&Theocharous,2014). Chiang & Hsieh (2012) stated that job satisfaction is determined from the discrepancy between the individual's requirements and that which is provided by the organization, the closer the

balance between organization provision and individual needs, the higher the job satisfaction, which in turn decrease turnover intentions. On top of that, job satisfaction has been empirically proven to be the main predictor of turnover intentions (Saeed, et.al. 2014). They proved on their study that negative relationship between the job satisfaction and turnover intention. When the job satisfaction is greater the turnover intention will be lesser and vice versa.

Furthermore, Zopiatis, Constanti, and Theocharous (2014) assert that employee job satisfaction emanates from two alternate points of view namely ;extrinsic variables such as ; compensation/pay, supervision, work conditions, co-workers, policies, job security, and status, and intrinsic job satisfaction variables such as; the work itself, achievement, recognition, responsibility ,advancement and growth. Therefore, the researcher wanted to identify the influence of job satisfaction factors (achievement, recognitions, responsibility, advancement, growth, work itself, compensation, supervision, work conditions, co-workers, policies, job security, status, and communication) on employee turnover intention. The Work Itself Many authors had done research about the effects of the nature of works on employee turnover orturnover intention. Among these,(Friday & Friday, 2003, Samuel E.M., 2012). Friday and Friday (2003), assert that in order to boost worker’s job happiness managers must come up with creative ways to make work more difficult. According to this reasoning, if a job is highly motivating employees are more likely to be content with the work they do and produce higher-quality work, which may result in reduced absenteeism rates. Additionally workers typically prefer positions that allow them to put their skills and abilities to use, provide variety and independence, and provide ongoing feedback on their success.

Furthermore, Samuel E.M. (2012) confirmed that the higher the satisfaction with nature of work the lower the employee turnover intention. This means that satisfaction with nature of work is negatively related to turnover intention in sample study of university teachers in Total Nigeria PLC Lagos State of Nigeria. Achievements are things you did that had a lasting impact for your company or client. It is a result that you personally bring about while fulfilling a particular role. Typically they are things that you created, built, designed, sold or initiated. It is one of the three major needs of employees at managerial position; achievement, power, and affiliation. Therefore, employees’ achievement motivation can be raised by organizations through processes such as job design, performance management, and skill or competency-related pay schemes.

According to Lai (2011), an efficient compensation system leads in organizational growth and development which reveal a positive correlation between job satisfaction and skill based pay, job based pay and performance based pay.

### **1. Growth opportunities**

Growth opportunities is provided by the employers to reduce the turnover intentions of employees because lack of promotional opportunities and training is the main reasons of high performer and skilled employees leave their company (Allen et al.,2003; Steel, Griffeth & Horn 2002).

Promotion satisfaction, according to Friday and Friday (2003) , assess how employees feel about the organizations promotion practices and policies. Furthermore. Bajpai and Srivastava (2004) contend the promotions give workers the chance to advance personally, take on greater responsibility, and rise in the social hierarchy, According to Pires (2009), It is imperative for companies to offer career advancement opportunities to their employees for cross-training and career progression. Employees aspire to grow personally and giving them that chance could bring them the stability and fulfillment they desire. Therefore a high degree of job satisfaction is most likely to be expected of employees who acknowledge that promotions are granted in a fair and promotions are granted in a fair and reasonable manner..

### **2. Supervision**

Supervisor play important role in organizations by enforcing the practices and rule with subordinates applying some level of flexibility. Employees under the same law enforcement but working in different departments can perceive the same rule and procedures in a different way due to different supervisor's management styles. Supervisors who support co-workers impact positively on job stratification. Many researchers have revealed that the lack of supervisory support tends to increase in job stress and decrease satisfaction (Kula &Guler, 2014).

Incompetent supervisors are often one of the first issues linked to employee turnover. No one wants to work for a manager who cannot adequately complete the tasks of his or her job, who is not passionate about the work being done, and who fails to provide regular feedback. Providing better employee supervision as well as enhanced communication helps decrease employee turnover (Pires, 2009).

### **3. Work Conditions**

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

However, Zeytinoglu & Denton (2005) found out that the environment also plays an important role in the employee's decision of either staying or leaving the organization.

### **4. Interpersonal Relationship**

(Co-workers) Good coworker relationships can help employees address work challenges and enable them to be dedicated to details that affect service quality, enhance service quality stability, and improve job satisfaction (Eatough, 2010).

Interaction between superior, subordinate or co-workers is unavoidable and so is the existence of conflicts (West, 2007). According to Eatough (2010), work-related behavior and situations such as management style, limited resources availability, incorrect job instruction and fairness are the causes of interpersonal conflict with supervisors. Furthermore, Aamodt (2004) stated that employees who appreciate working with their superiors will be more satisfied with their jobs. Satisfaction with superiors is associated to organizational and team commitment, which results to

Higher output, lower turnover and a greater willingness to assist. Therefore, the satisfaction of relationship with superiors is found negatively correlated with turnover rate (Harris, Wheeler & Kacmar, 2009).

#### **4. Policies**

The definition of organizational policy is a conduct or principle for the exercise of administration and supervision that they compel to achieve an organizational goal. Organizational policy makes a clear direction of employee to achieve the prospect goals and which is ultimate positive impact on employee job satisfaction.

According to Locke (1976), he points out through his work on organizational policy, which reveals that organizational policy, influence the other variables, for instance salary, promotion, justice and reward; hence, the value of organizational policy a considerable influence on other variables that is ultimate effect on job satisfaction.

#### **2.2.5. Determinants of Employee Turnover Intentions**

According to Loquercio (2006) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability. However, some time employees are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into:

**Organizational Factors:** There are many factors which are attached with an organization and work as push factors for employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and policies; employees' empowerment. There is another push variable called organizational justice. According to Folger & Greenberg (1985), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes an employee receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.

**Attitude Factors:** In the literature, attitude is another kind of push factor which is mostly attach with employee behavior. Attitude factors are further classified into job satisfaction and job stress. Job satisfaction is a collection of positive and/or negative feelings that an individual hold towards his or her job. Satisfied employees are less likely to quit.

**Organizational Commitment:** There are many factors which are attached with employee and organization and work as push factors for employee to quit. Organizations are interested in not only finding high performing employees, but those who will be committed to the organization. Similarly, employees are also interested to work in an organization which is committed to pursue their carriers and benefits. Organizational commitment is recognized as a key factor in the employment relationship and it is widely accepted that strengthening employment commitment, reduce turnover (Mohammad, 2006). Johns (1996) defines organizational commitment as “an attitude that reflects the strength of the linkage between an employee and an organization.” Ugboro (2006) identified three types of organizational commitment: affective, continuance and normative, detail of which

Is given below:

- Affective commitment is employee emotional attachment to the organization. It results from and is induced by an individual and organizational value congruency. It is almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization.
- Continuance commitment is willingness of employee to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere.
- Normative commitment is induced by a feeling of obligation to remain with an organization.
- Organizational commitment, in the words of Ongori (2007), is a useful reaction to the organization as whole as well as the level of connection or loyalty that staff members have for it.

**Salary:** Salary many researchers conclude that financial reward is one of the basic types of extrinsic monetary rewards which comprises the basic needs of income and affects the turnover intention of employee's.

Once the employees perceive that their employers cannot offer their expected level of compensation; they may leave the organization (Mondy, 2010). On the other hand, Higginbotham (1997) mentioned that high salaries are not important, but good and fair salaries indicate a strong correlation with intention to remain, signifying that as long as the compensation is competitive, financial rewards are not the primary factor in retention. According to Lai (2011), an efficient compensation system leads in organizational growth and development which reveal a positive correlation between job satisfaction and skill based pay, job based pay and performance based pay.

**Career Advancement:** empowering the employee could be a critical investment in a company's future. Opportunities for Advancement or Lack of opportunity for advancement or growth can cause a high turnover rate for any organization. Cohen et al (2016) argued that satisfaction with career advancement opportunities is a key factor affecting employee's overall job satisfaction and consequently, turnover intentions. When employees perceive no career advancement areas or future to advance within the system, they have no reason to remain in the current work situation. If growth is desired but leaving the current employer is required, it will result eventually in the employee's (Departure Shamsuzzoha, 2007).

**Job Security:** Organizational behaviors, management, and human resource management have all given considerable attention to the effects of work security. The phrase "it is the sense of knowing that your job is safe from being cut" describes work security. According to Nardi and Tanova (2010). It is a guarantee that you will be able to continue working in your current position for the foreseeable future.

**Good location of company:** Rupp and Cropanzano's (2002) research points to the need to explore good location of a company as another dimension of retaining employees. employee turnover intention also indicate that exchanges between employees and their immediate supervisors influence employees' work engagement (Agarwal et al., 2012), commitment (Elanain, 2014; Islam et al., 2013; Kang et al., 2011), and identification (Liu et al., 2013) which would in turn affect their turnover intention. As it explained by wang, 2016, good location of an organization indicates where the business area is situated in a way that provides competitive advantage to your business.

### 2.2.5 Controlling Employee Turnover

There is a host of issues focusing on employee turnover, good and bad. Actually, some turnover is good. New employees do during in new ideas, attitudes and keep the organization fresh and current. In addition, money is not the only motivator. As long as employees are being paid comparably to what other Franchisees are paying then other factors comes in to play. Work environment, respect, responsibility and camaraderie play a huge role in keeping an employee (Michael Pires2009)

### 2.2.6 Strategies to Minimize Employee Turnover

Changing or improving current policies on recruiting, selection, induction, training job design, and salary payment are some of the policy choices available to address the issue of employee turnover management. The choice of policy, however, ought to match the exact diagnosis of the issue. If the policy was changed to only concentrate on the induction process, employee attrition caused by subpar selection processes, for instance is unlikely to decrease. Furthermore, if the policy were only changed to improve the organization's ability to provide on-the job training opportunities, employee turnover caused by wage rates that result in earnings that are not competitive with those of other businesses in the local labor market is unlikely to reduce consequently, given the rise in labor turnover's direct and indirect costs.

According to a wealth of research, senior management can use the following categories of human capital management elements as a core set of criteria to boost the return on their human capital investments and enhance overall business performance. The degree to which an organization can effectively engage, retain, and maximize the value of its workforce depends on a number of factors, including the design of jobs, the efficient use of employee's time, and the management's dedication to and support of staff members.

Employee retention is influenced by knowledge accessibility, the organization's level of "collaboration" and its ability to disseminate ideas and knowledge to a large number of workers information should be shared among managers at all levels. Good employee performance and the development of a good company culture would result from the information's accessibility (Meaghan et al, 2002)

Accessible information would therefore give workers the impression that their efforts are valued and reduce the likelihood of their quitting the company. Workforce optimization refers to an organization's capacity to maximize employee performance by developing critical procedures for



completing tasks, offering comfortable working environments, establishing responsibility, and selecting qualified candidates. This strategy helps the company retain its workforce. Raising personal expenses and high employee turnover rates highlight the need for a deeper understanding of the issues pertaining to hiring, motivating, and retaining staff. (Badawy, 1988; Basta and Johnson, 1989; Garden, 1989; Parden, 1981; Sherman, 1986).

With increased global competitiveness, managers in several companies are under greater pressure from top management to enhance recruitment, selection, training, and retention of good employees, which will encourage people to stay with the organization in the long run. Employment engagement refers to an individual's ego involvement with work and the degree to which an individual psychologically identifies with his or her employment; (Kanungo, 1982).

Involvement in terms of internalizing values about the goodness or the importance of work made employees not to quit their jobs and these involvements are related to task characteristics. Workers who have a greater variety of tasks tend stay in the job. Task characteristics have been found to be potential determinants of turnover among employees (Couger, 1988; Couger and Kawasaki, 1980; Garden, 1989; Goldstein and Rockart, 1984).

These include the five core job characteristics identified by Hackman and Oldham (1975, 1980): skill variety, which refers to the opportunity to utilize a variety of valued skills and talents on the job; task identity, or the extent to which a job requires completion of a whole and identifiable piece of work - that is, doing a job from beginning to end, with visible results; task significance, which reflects the extent to which the job has a substantial impact on the lives or work of other people, whether within or outside the organization; job autonomy, or the extent to which the job provides freedom, independence, and discretion in scheduling work and determining procedures that the job provides; and job feedback, which refers to the extent to which the job provides information about the effectiveness of one's performance (Tor et al., 1997).

Involvement would influence job satisfaction and increase organizational commitment of the employees. Employees who are more involved in their jobs are more satisfied with their jobs and more committed to their organization (Blau and Boal, 1989; Brooke and Price, 1989; Brooke et al., 1988; Kanungo, 1982). Job involvement has also been found to be negatively related to turnover intentions (Blat and Boal, 1989). Job satisfaction, career satisfaction, and organizational commitment reflect a positive attitude towards the organization, thus having a direct influence on

employee turnover intentions. Job satisfaction, job involvement and organizational commitment are considered to be related but distinguishable attitudes (Brooke and Price, 1989).

### 2.3 Empirical Review

Many Authors did research on the effects of job satisfaction related factors on employee's turnover intention. They used different assortments of factors of job satisfaction to examine its effects on employees' turnover intention. Among these researchers, Mahdi et al, (2012), Adeboye T. A. et al (2012), Samuel E. M. et al (2012), Santript S. et al (2013), Ali N. (2011) are some of them. These researchers investigated what determines employee turnover/ intention to leave by examining the possible antecedents.

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

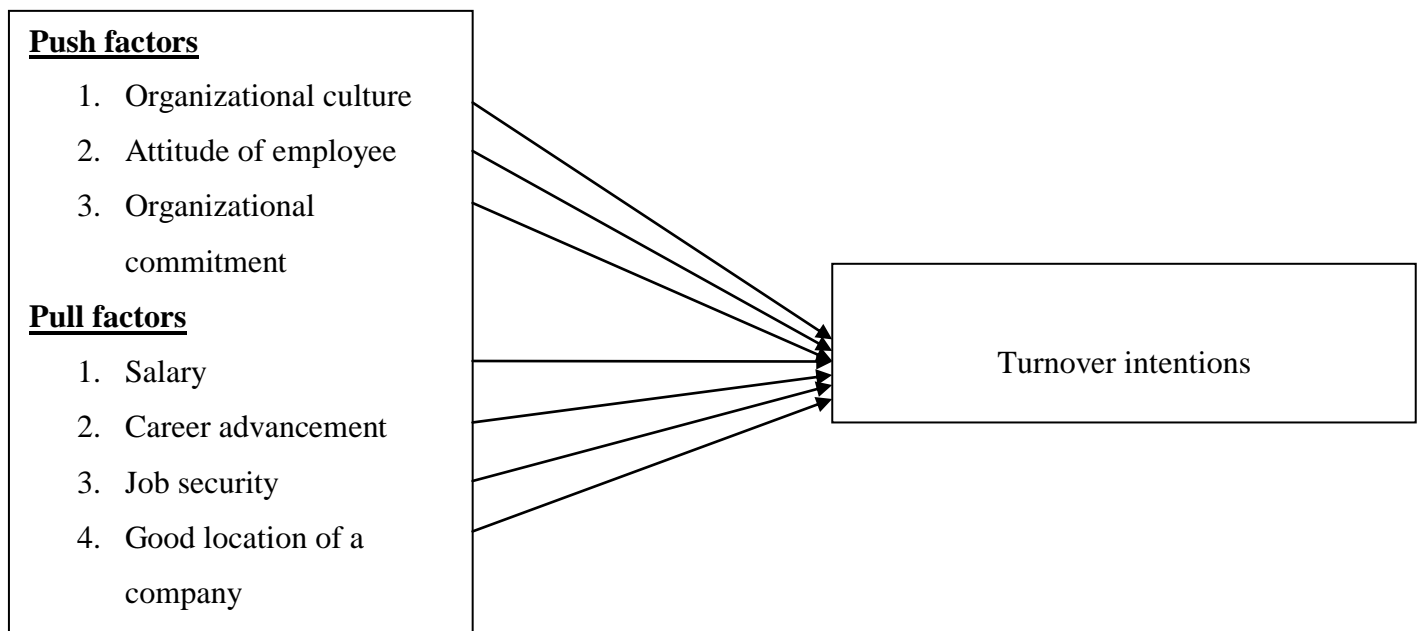
Dr. Ondigi Alice and Prof. Peter Mwangi Wanderi Kenyatta University in their study entitled "Assessment of Causes of Labor Turnover in Three and Five Star-Rated Hotels" in Kenya founded a corresponded finding with Gupta and Shaw (1998) that pay is the most critical outcome of organizational membership for employees to stay on. The unfavorable work conditions resulted to the employees developing work related stress and reduced employee's organizational commitment. This was evident where few hotels had employees who worked up to their retirement. The study further established that employees were not involved in decision making process, even those decisions which affected their jobs. Perhaps this resulted to the main causes of resignation in the hotels under the study. It was equally evident from the findings of the study that the management did not treat their employees well as cited by the respondents. Employers were described as inflexible and they did not provide a balance between work and employee's personal life. In addition, bad working conditions, low salaries, work stress, and injustice between the employees will help them consider the idea of leaving their work to cause

an actual turnover. Generally, the rewards of the job, the internal job environment of the organization, and the opportunities available to employees internally and externally are mainly influence intent to leave. Many findings have shown that recruiting the person who appropriately fit to the organization and jobs specifications would have low rates of absenteeism and turnover intentions.

### 2.3 Conceptual frame work

#### Independent variables

#### Dependent variable



**Source:** Herzberg's two factors theory (1966)

## CHAPTER THREE

### 3. RESEARCH METHODOLOGY

This chapter aims to provide an overview of the methodological approaches and research design selected to identify the determinants of employee turnover intentions by selected organization. Thus, the research method, sources and types of data, sampling methods and sample size, instruments of data collection, techniques of data analysis and ethical considerations described respectively.

#### 3.1 Research design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions (Cooper and Schindler, 2014). Explanatory research design was used to conduct this study. Explanatory research design often focuses on describing the characteristics of a phenomenon. It can be used for the purpose of estimates of the proportions of a population that have these characteristics (Cooper and Schindler, 2014). As a result the researcher believes that this design allows for the identification and definition of the opinions and attitudes held by participants in the study on the determinants of employee turnover intentions by AGL Logistics, Ethiopia.

#### 3.2. Research approach

The research can be classified in to two research approaches. These are qualitative research and quantitative research.

Qualitative research means to studies that do not seek to quantify their findings by statistical summaries or analyses. It aims to describe numerous elements of behavior and the other factors in the social sciences and humanities. In this type of research, data is generally presented in the form of descriptions rather than statistics. It usually entails in depth interviews, group discussions, and observations without formal measurement. While quantitative research is the systematic and scientific study of quantitative qualities, occurrences and relationship. The goal of quantitative research is to crate and apply mathematical models, theories, and hypotheses related to natural events. It typically begins with a theory or generic statement proposing a broad link between variables. Quantitative researches use surveys and experiments to test hypotheses or statement. The researcher used quantitative approach to gather information from General Manager, Accountants, Customer service managers, Customer service officers, Auditors, IT workers, HR department.

### 3.3 Population of the Study, sample size and Sampling techniques

#### 3.3.1. Population of the study

Target population is said to be a specified group of people or object for which questions can be asked or observed made to develop required data structures and information.

#### **Sample Size**

The target population of the study was employees who are working at AGL Logistics in Addis Ababa. The total target populations are 150 employees working in AGL Logistics. The study used the total number of employees because the numbers of total employees are small; sample size was not utilized in this study. However the number of the total employees was used.

#### **Sampling Techniques**

The sample size of the study is smaller the researcher decided to use Census study to accomplish the research with better conclusions. Census sampling research is a method of selecting a subset or sample from a population for the purpose of making observations and drawing inferences about the entire population.

### 3.4 Source of Data and Data Collection Tools

#### 3.4.1 Source of Data

Kumar (2005) stated that there are two major approaches used by researcher's namely primary and secondary data. This thesis was using both the primary and secondary data through self-administered questionnaire and relevant company documents.

The primary data was collected from AGL Logistics, Ethiopia employees. The target employees were General Manager, Accountants, Customer service managers, Customer service officers, Auditors, IT workers, HR department.

The Secondary data was collected from relevant company documents; policy and procedure manual, organizational reports, and company website.

#### 3.4.2. Data Collection Tools

Data collection is the process of gathering, measuring information on the target variables and it establish systematic fashion that enables one to answer stated research question. The primary data was gathered from the organization employees by using questionnaire. The researcher used questionnaires provide a relative cheap, quick and efficient way of obtaining large amounts of information from large sample of employees.

The questionnaire was developed in English, which will have two parts; the first part related to demographic profile of respondents, the second parts about the Determinant of turnover intention of employees and their perception. The secondary data were collected from AGL Logistics reports, and documents to assess.

As data gathering instrument, the researchers had used a 5 Point Likert Scale (1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree and 5= strongly agree).

### 3.5 Method of Data Analysis

For the purpose of this study the analysis of data was done by using descriptive statistics such as mean, standard deviation, percentage, frequency distributions to describe research sample, Tables, charts and figures was also be used to present the analyzed data. Furthermore, correlation analysis to calculate the strength and direction of the relationships between the independent and dependent variables and regression analysis to identify the cause and effect relationship between the research variables. For achieving accurate results in interpreting the raw data in to meaningful information, data analysis was supported by SPSS 24 (Statistical Package for Social Science).

### 3.6. Reliability and validity of data collection tools

The validity and reliability of the research was taken into consideration. Questionnaire and interview questions were developed based on the conceptual framework of the study designed to address the intended assessment questions and objectives.

Further a reliability test of Cronbach Alpha's was made for the Likert scale type questions on SPSS v24. Cronbach's alpha is a measure used to assess the reliability, or internal consistency, of a set of scale or test items. In most social science research situations, the general rule of thumb is that a Cronbach's alpha of .70 and above is good, .80 and above is better, and .90 and above is best.

The validity aspect was checked by carefully planning and making adequate quality control and implementation strategy such as proper recruitment of data enumerators, data collection, data analysis and proper calculation of sample size.

As indicated on table 3.1 below, the Cronbach's  $\alpha$  values of the factors of employee turnover (organizational culture, attitude of employee, organizational commitment, salary, career advancement, job security, and good location of a company) and turnover intention in this study

are in the range of (0.722 to 0.823) all of which are above 0.7, are consistent with the suggested level of 0.7 by Hair et al. (1998). Hence, the scale has overall stability and consistency.

Table 3. 1: Reliability test

<b>Variables</b>	<b>Items</b>	<b>Cronbach's Alpha(variables)</b>
Organizational culture	8	0.811
Attitude of employee	4	0.823
Organizational commitment	6	0.798
Salary	5	0.810
Career advancement	4	0.722
Job security	5	0.810
Good location of a company	4	0.812

**Source: Own survey result, 2024**

### 3.7 Ethical Considerations

The data gathered was used solely to identify the determinants of employee turnover intentions by selected organization. Furthermore, the researcher is completely responsible for the entire study process and has to conform to all organizational and university standards. It was not transferable to able any person or organization. The research was done in accordance with the university's norms, rules, and regulations. The four stages of ethics in research are followed by a good design, data collection methods. Data analysis and appropriate dissemination Prior study objectives and motivations were disclosed. There shall be no misinterpretation or misuse of the data collected from the organization

## CHAPTER FOUR

### 4 DATA PRESENTATION ANALYSIS, AND INTERPRETATION

#### 4.1. Introduction

Under this chapter the analysis and interpretation were carried out based on the data collected through questionnaire. The data was analyzed using Statistical Package for Social Science (SPSS v.24).Based on the methodologies, research design and tools of the proposal the data was collected from 150 respondents. Even though the sample size of the study is 150; questionnaires were distributed but only 143 questionnaires were returned. Out of 150 questionnaires 7 questionnaires were rejected. Seven out of the 150 questionnaires were rejected due to missing data and the rest one questionnaire was returned unfilled. Therefore, 143 questionnaires served as data for analysis to present the findings and draw a conclusion.

Therefore, 143 were effectively used for analysis that shows response rate of 95 percent. This is a good response rate based on Fowler (2002) a 75 percent response rate is considered adequate.

Data analysis, discussion and interpretation of the results are presented in the following subheadings: presentation of demographic data and frequency of respondents, analysis of mean, analysis of correlation and regression coefficient.

#### 4.2. Demographic characteristic of respondents

Observing the demographic trend or characteristics of our sample population before starting the data analysis is useful to make the analysis more meaningful for the reader. This part of the questionnaire requested limited amount of information related to personal and demographic status of respondents.

The purpose of demographic analysis in this research is to describe the characteristics of the sample such as proportion of male and female in the sample, job experience, academic qualification of respondents, and job level. Accordingly these variables are summarized and described in tables shown below.



Table 4.1: Demographic characteristics of Respondents

Variables		Frequency	Percent	Cumulative Percent
<b>Gender</b>	Male	81	56.94	56.94
	Female	62	43.06	100.0
	Total	143	100	
<b>Experience</b>	0 – 3	100	69.6	69.6
	3 – 6	20	14.2	83.8
	6 – 10	23	15.1	100.0
	Total	143	100	
	10 complete	-	-	-
<b>Academic qualification</b>	12 complete	-	-	-
	Diploma	35	24.5	24.5
	BA/BSc	89	62.2	86.7
	Masters and above	19	13.2	100.0
	Total	143	100.0	
<b>Job level</b>	Manager	29	20.2	20.2
	Senior officer	19	13.3	33.5
	Officer	63	44.1	77.6
	Supervisor	32	22.4	100
	Total	143	100.0	

**Source: Own survey result, 2024**

As shown in the above table 4.1, the demographic information of the employees. When we look at the gender of the respondents, 81 (56.94%) of the respondents are males while the rest 62(43.06%) were females. This indicates that majority of employees are males and which could reveal that there is a male dominance in the company and should an increment in the number of female employees to practice gender equality in the work environment in the AGL Logistics in Addis Ababa.

As indicated in the above table, 100 (69.6%) of the respondents were experienced up to 3 years, 20(14.2%) of the respondents were experienced in between 3-6 and 23(15.1%) of the respondents are a senior staffs having experience from 6 to 10 in the organization. This implies that the organization is dominated by employees who have been working less than five years and have few years of experience. Generally this study indicates that; the company has a much of junior staffs and it indicates that there is a high turnover.

Furthermore, as indicated in the table above, 19(13.2%) of the respondents were on the level of M.A/MSc degree, 89(62.2%) of the respondents were on the level of B.A/ BSc degree, and 35 (24.5%) of the respondents were on the level of diploma. This shows that the company has employees of different educational level but more of from the BA/ BSc degree.

Finally, the table above indicates that, 63 (44.1%) of the respondents are working in the officer position of the company, 32(22.4%) of the respondents are supervisors, 19(13.3%) of the respondents are senior officer, and 29 (20.2%) of the respondents are a managers. It indicates that, the company had more employees that are working under officer position than any other job level in the company.

### **4.3. Result of the Descriptive Statistics**

As it is mentioned earlier in chapter three, descriptive statistics enables to obtain frequencies.

The researcher addressed research question one by one employing this statistical technique. Hence, the following graphical representation summarized the results and addressed the first research questions.

According to Agresti (2002) statistical methods for variables of one type can also be used with variables at higher levels but not at lower levels. Analysts often utilize the quantitative nature of ordinal variables by assigning numerical scores to categories or assuming an underlying continuous distribution. The analysis on Table 4.3 shows that descriptive statistics (mean and standard deviation) for determinants of turnover dimensions and turnover intention. For the purposes of this study, this cut-off score was used to differentiate level, with scores below 3.39 indicating a low level, scores between 3.40 and 3.79 moderate level and scores above 3.8 a high level.

In order to see the general perception of the respondents regarding the determinants of employee turnover; the researcher has summarized the employee turnover dimensions using frequency, percentage, mean and standard deviation using 5 - point Likert scale. The 5- point with their respective numeric value was: 1: Strongly Disagree; 2: Disagree; 3: Neither Agree nor disagree, 4: Agree and 5: Strongly Agree.

Thus, the mean indicates to what extent the sample group on average agrees or disagrees with the different statements. Marczyk et al., (2005) stated that the lower the mean, the more the respondents disagree with the statements. The higher the mean, the more the respondents agree with the statement.

Thus, the bench mark for the descriptive analysis of this study was a mean score between 1 and 2.33 indicates low agreement, a mean score between 2.34 and 3.67 indicates moderate (medium) agreement and a mean score of 3.68 or above indicates strong agreement Zaidation and Bagheri (2009).

### 4.3.1. Career advancement of employee

Table 4.2 the impact of Career advancement on employee turnover intentions

Items	SD	DA	N	A	SA	Total	Mean	Std.dev
<b>Employee’s choose career advancement rather than monetary incentives</b>	16 11%	19 13.4%	26 18%	74 52.0%	8 5.6%	143 100%	3.34	1.415
<b>The job allows me to learn new skills for career advancement</b>	23 15.8%	62 43.2%	33 23.0%	13 9.35%	12 8.48%	143 100%	3.36	1.384
<b>Availability of good promotion and career prospect to right candidate in AGL</b>	18 12.6%	83 57.9%	24 16.9%	13 8.8%	5 3.2%	143 100%	3.21	1.365
<b>Experience, skills &amp; Performance are well recognized in AGL</b>	9 6.3%	77 53.8%	29 20.1%	18 12.6%	10 6.7%	143 100%	3.38	1.358
<b>Total grand mean and standard deviation</b>							3.38	1.367

SD-Strongly Disagree, DA-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree

**Source: Own survey result, 2024**

As shown in the above table 4.2, 82(57.2%) of the respondents agreed & strongly agreed that Employee’s choose career advancement rather than monetary incentives with the mean score of M=3.34.

The other variable, that indicates majority of the respondents disagreed on the item “the job allows me to learn new skills for career advancement ” which is to mean that employees working environment doesn’t allows them to learn new skills for their career advancement with the mean value of M=3.36 and percentage of 85 (59%).

With regard to the statement, availability of good promotion and career prospect to right candidate in AGL; 101(70.%) of the respondents disagreed & strongly disagreed with the mean

score of M=3.21 indicating the sample employees doesn't agree with access to good promotion and career prospect to the right candidates which creates difficulty in sustaining employees.

When the employees were asked about, the experience, skills & Performance recognition in AGL, employees are reacted with a percentage of 86 (59.1%) and the mean value of M=3.21 showing there is no recognition provided to employees based on their experience, skill and performance in AGL Logistics in the company.

In line with this, the researcher summarized that majority of the respondents of the company under study, Career advancement have an impact on employee turnover intentions.

### 4.3.2. Salary of employees

Table 4.3 Salary of employees

Items	SD	DA	N	A	SA	Total	Mean	Std.dev
<b>Employees are satisfied with the company salary scheme</b>	16 11.1%	74 52.0%	26 18.1%	19 13.4%	8 5.6%	143 100%	3.34	1.415
<b>AGL supports me on my career development through incentives</b>	23 15.8%	62 43.2%	33 23.0%	13 9.35%	12 8.48%	143 100%	3.36	1.384
<b>AGL provides excellent fringe benefit package (medical, insurance, allowance, leave)</b>	18 12.6%	83 57.9%	24 16.9%	13 8.8%	5 3.2%	143 100%	3.21	1.365
<b>Employee receive an additional payment if they do additional work</b>	10 6.7%	78 53.1%	29 20.1%	18 12.6%	10 6.7%	143 100%	3.38	1.358
<b>Employees are fairly paid for what their contribute to AGL</b>	45 31.5%	53 37%	10 7%	21 15%	14 10%	143 100%	3.27	1.312
<b>Total grand mean and standard deviation</b>							3.38	1.367

SD-Strongly Disagree, DA-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree

**Source: Own survey result, 2024**

As the above table 4.3 indicated that, with the statement, does employees are satisfied with the company salary scheme? 80(53.1%) of the respondents disagreed and strongly disagreed that the workers at AGL Logistics are not satisfied with the company salary scheme with the mean value of M=3.34

When come to the issue of supports by AGL Logistics on employees career development through incentives; 85(58%) of the respondents disagreed and strongly disagreed with the mean value of M=3.36

With the statement regarding, does AGL provides excellent fringe benefit package (medical, insurance, allowance, leave) 101(70.5%) of the respondents disagreed and strongly disagreed that AGL Logistics company is not willing to provide fringe benefit package such as medical insurance, allowance and leave for its workers with the mean value of M=3.21.

Furthermore, the concept with regard to; do employee receive an additional payment if they do additional work? Employees reacted with disagreement and strong disagreement strings with 88 of them in a percentage of (59.8%) and with a mean value of M= 3.38.

Finally, with regard to fair payment of employees for their contribution to AGL Company; 98 (68.5%) of employees strongly disagreed and disagreed that there is no fair payment for employees for their contribution to AGL Logistics company that result in turnover intention with the mean value of M=3.27

### 4.3.3. Job security of employees

Table 4.4 the impact of Job security on employee turnover intentions

Items	SD	D	N	A	SA	Total	Mean	Std.dev	
<b>Workers believe safe working at their workplace</b>	22 15.5%	63 43.9%	29 20.2%	17 12.0%	12 8.5%	143 100%	3.24	1.170	
<b>Employees believe their job is secure</b>	21 14.6%	78 54.4%	24 17.0%	11 7.9%	9 6.1%	143 100%	3.47	1.318	
<b>workers job is valued in the organization</b>	18 12.6%	79 55.2%	18 12.6%	20 14.0%	85.3 5.3%	143 100%	3.45	1.239	
<b>workers receive sufficient job orientation and training provided to me</b>	19 13.1%	72 50.3%	25 17.8%	17 12.0%	10 6.7%	143 100%	3.43	1.209	
<b>Total grand mean and standard deviation</b>								3.31	1.231

SD-Strongly Disagree, DA-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree

Source: Own survey result, 2024

As indicated on the above table 4.4, the mean score of  $M= 3.24$  implies that the respondents disagreed and strongly disagreed that Workers believe there is less safe working at their workplace with a percentage of 85 (59.4%) which results in high turnover intentions.

On the other note, the mean score of  $M=3.47$  on the second item under Employees believe their job is secure indicates with a numerical value of 99(69.0%) of the respondents disagreed & strongly disagreed on that their job is less secure and safe which results in turnover intentions.

As shown in the above table, the mean score of 3.45 implies that the respondents on average agreed on the workers job is valued in the organization with the of values of 97(67.8%) of the respondents disagreed & strongly disagreed that workers job is not valued as such in the organization which have a greater impact in increasing the rate of employee turnover in the organization.

Furthermore, mean score of  $M=3.43$  and 91 (63.4%) under job security implies that workers don't receive sufficient job orientation and training which will have an impact in sustaining workers in the company.

At last the researcher summarizes that from the total grand mean value 3.31 and standard deviation of 1.231 indicates that respondents were moderately agreed on that job security dimension of turnover.

#### 4.3.4. Organizational culture of employees

Table 4.5.The impact of Organizational culture on employee turnover intentions

Items	SD	DA	N	A	SA	Total	Mean	Std. dev
<b>The managers lead by example</b>	23 (16%)	76 (53.1%)	20 (13.7%)	13 (8.8%)	11 (7.9%)	143 100%	3.21	1.274
<b>There is delegation of tasks efficiently</b>	22 (15.4%)	80 (56.1%)	17 (12.0%)	13 (9.3%)	12 (8.2%)	143 100%	3.34	1.284
<b>There is a power struggle within the leadership team</b>	10 (7.3%)	15 (10.2%)	18 (12.9%)	79 (55.2%)	21 (14.5%)	143 100%	3.35	1.334
<b>There is a positive dynamics between leaders and their teams</b>	24 (16.7%)	77 (53.9%)	16 (11.4%)	16 (11.4%)	10 (7.3%)	143 100%	3.41	1.199
<b>There is good communication and collaboration in the organization</b>	23 (16.0%)	84 (59.0%)	17 (12.0%)	10 (7.3%)	9 (6.1%)	143 100%	3.23	1.183
<b>There is diversity and inclusion in the organization</b>	25 8.3%	56 39%	39 27%	11 7.7%	12 17.5%	143 100%	3.31	1.133
<b>Total grand mean and standard deviation</b>							3.31	1.314

SD-Strongly Disagree, DA-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree

**Source: Own survey result, 2024**

As shown in the above table 4.5, the mean score of M= 3.21 implied that the respondents on disagreed and strongly disagreed on, 'The managers lead by example.' Besides, 99(69.1%) of the respondents disagreed & strongly disagreed on the issue of, 'leading by example held by managers.' Similarly, 102 (71.5%) of the respondents who participated in the study disagreed and strongly disagreed that; there is no delegation of tasks efficiently with the mean value of M=3.34 which indicates that there is no delegation practice in AGL company. Furthermore,

mean score of M=3.35 implied that the respondents on agree and strongly agreed with the score of 100 (69.5%), There is a power struggle within the leadership team which have an impact on turnover. On the other hand, the mean score of M=3.41 indicated with 103(72.0%) of the respondents disagreed & strongly disagreed on the existence of a positive dynamics between leaders and their teams which do have a strong quarrelling among the leaders and their teams.

Furthermore, the mean value of M=3.23 and 107 (75%) of the respondents disagreed & strongly disagreed on the idea of; availability of good communication and collaboration in the organization which have an implication in increasing turnover intentions.

Finally, on the issue of, availability of diversity and inclusion in the organization,81 (47.3%) of the respondents disagreed and strongly disagreed that, there is no better set-up in diversity and inclusion in AGL company with the mean value of M=3.31.

Generally the researcher summarizes that from the total grand mean value M=3.31 and standard deviation SD=1.314 indicates that respondents were moderately agreed on the impact of organizational culture on employee turnover intentions.

#### 4.3.5. Employee attitude

Table 4.6.The impact of Employee attitude on employee turnover intentions

Items	SD	DA	N	A	SA	Total	Mean	Std.dev
<b>Employees feel their work is appreciated in the working environment</b>	30 (21%)	70 (48.9%)	20 (13.7%)	12 (8.7%)	11 (7.9%)	143 100%	3.21	1.274
<b>There is high level of integrity in the organization</b>	20 (13.8%)	79 (55.2%)	20 (13.8%)	13 (55.2%)	11 (7.9%)	143 100%	3.34	1.284
<b>There is high level of temper control in the work place</b>	20 (13.8%)	82 (57.3%)	17 (11.9%)	13 (8.9%)	11 (7.9%)	143 100%	3.35	1.334
<b>There is high level of respect for others on the job</b>	23 (16%)	77 (53.8%)	16 (11.2%)	16 (11.2%)	11 (7.7%)	143	3.41	1.199
<b>Total grand mean and standard deviation</b>							3.31	1.314

SD-Strongly Disagree, DA-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree



**Source: Own survey result, 2024**

As shown in the above table 4.6, the mean score of  $M= 3.21$  implied that the respondents disagreed and strongly disagreed that, employees doesn't feel their work is appreciated in the working environment at AGL company. Besides, 99 (69%) of the respondents disagreed & strongly disagreed on, the existence of integrity in the organization among employees which creates negative atmosphere in the work stations. Similarly, 102 (71.1%) of the respondents who participated in the study disagreed and strongly disagreed on the high level of temper control in the work place with the mean value of  $M=3.34$  which indicates that employees are not better in controlling their emotions in their work place which creates conflicts and disputes among employee that have a great in turnover intentions. Furthermore, mean score of  $M=3.35$  implied that the respondents disagree and strongly disagreed with the score of 100(69.8%), There is low level of respect for others on the job environment.

Generally the researcher summarizes that from the total grand mean value  $M=3.31$  and standard deviation  $SD=1.314$  indicates that respondents were moderately agreed on the employee attitude dimension.

### 4.3.6. Organizational commitment of employees

Table 4.7. The impact of Organizational commitment on employee turnover intentions

Items	SD	D	N	A	SA	Total	Mean	Std.d ev
<b>Employee like the feeling of commitment they give for the job</b>	22 15.5%	63 43.9%	29 20.2%	17 12.0%	12 8.5%	143 100%	3.24	1.170
<b>Employees are proud to work in AGL because it recognizes their commitment</b>	21 14.6%	78 54.4%	24 17.0%	11 7.9%	9 6.1%	143 100%	3.47	1.318
<b>Employees feel satisfied with their job because it gives them feeling of commitment</b>	18 12.6%	79 55.6%	18 12.6%	20 14.0%	8 5.3%	143 100%	3.45	1.239
<b>Employees feel they have contributed towards AGL goals</b>	10 6.7%	17 12.0%	25 17.8%	72 50.3%	19 13.1%	143 100%	3.43	1.209
<b>The boss/ manager /supervisor always appreciates workers for their commitment</b>	22 15.5%	75 52.4%	18 12.6%	19 13.1%	9 6.4%	143 100%	3.41	1.311
<b>Total grand mean and standard deviation</b>							3.31	1.231

SD-Strongly Disagree, D-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree

**Source: Own survey result, 2024**

As indicated on the above table 4.7, the mean score of M= 3.24 implies that the respondents disagreed that, employee doesn't like the feeling of commitment they provide for the job with a percentage of 85(59.4%) because the employees commitment is not recognized.

On the other note, the mean score of M=3.47 on the second item under organizational commitment indicates with a numerical value of 99(69.0%) of the respondents disagreed & strongly disagreed on that; Employees are not proud to work in AGL because it doesn't recognizes their commitment they provide towards the achievement of the organizations goal.

As shown in the above table, the mean score of 3.45 implies that the respondents disagreed on 'the Employees feel satisfied with their job' because it doesn't give them feeling of commitment with the values of 97(68.2%).

Furthermore, mean score of M=3.43 and 91(63.4%) under organizational commitment implies that Employees feel they have contributed towards AGL goals.

The other variable about organizational commitment which states that; The boss/ manager /supervisor always appreciates workers for their commitment with the Mean score value of M=3.41 and around 97(67.9%) indicated that employees of AGL Logistics company reacted that, they are not appreciated for their commitment in the achievement of the organizations goal.

At last the researcher summarizes that from the total grand mean value 3.31 and standard deviation of 1.231 indicates that respondents were moderately agreed on organizational commitment dimension of employee turnover variable.

### 4.3.7. Location of AGL Company

Table 4.8.The impact of Location of a company on employee turnover intentions

Items	SD	DA	N	A	SA	Total	Mean	Std. dev
<b>The location of the business attracts and retains best employees</b>	10 (7.0%)	12 (8.7%)	20 (13.7%)	70 (48.9%)	31 (21.6%)	143 100%	3.21	1.274
<b>The location of the business optimizes work-life balance</b>	11 (7.9%)	13 (8.9%)	20 (13.8%)	79 (55.2%)	20 (13.8%)	143 100%	3.34	1.284
<b>Good location decision significantly boost a company's long-term performance</b>	11 (7.9%)	13 (9.2%)	19 (13.4%)	80 (56.0%)	20 (13.7%)	143 100%	3.35	1.334
<b>Poor location cost millions in lost talent, productivity and capital</b>	11 (7.9%)	16 (11.4%)	16 (11.4%)	77 (53.8%)	23 (16.0%)	143	3.41	1.199
<b>Total grand mean and standard deviation</b>							3.31	1.314

SD-Strongly Disagree, DA-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree

**Source: Own survey result, 2024**

As shown in the above table 4.8, the mean score of M= 3.21 and percentage of 101(70.5%) the respondents on agreed and strongly agreed, the location of the business attracts and retains best employees which do have an impact on retaining employees and in turn results in turnover intentions. Besides, 199(69%) of the respondents agreed & strongly agreed on, the location of the business optimizes work-life balance. Similarly, 100 (69.7%) of the respondents who

participated in the study agreed and strongly agreed that the Good location decision significantly boost a company's long-term performance with the mean value of  $M=3.35$  which indicates that the employees are comfortable in working with AGL company.

Finally, the mean value of  $M=3.41$  and 100 (69.8%) of the respondents agreed & strongly agreed on the Poor location cost millions in lost talent, productivity and capital which in turn results high turnover intentions.

Generally the researcher summarizes that from the total grand mean value  $M=3.31$  and standard deviation  $SD=1.314$  indicates that respondents were better agreed on the location of a company dimension.

### 4.3.8. Nature of employee turnover AGL Company

Table 4.9.The impact of turnover intentions

Items	SD	DA	N	A	SA	Total	Mean	Std.dev
<b>I'm satisfied with my current role and responsibilities within the organization</b>	20 (14%)	78 (54.5%)	20 (13.7%)	12 (8.7%)	13 (9%)	143 100%	3.22	1.274
<b>My skills and talents are being utilized effectively by my current position</b>	20 (13.8%)	80 (56.1%)	20 (13.8%)	13 (8.9%)	11 (7.9%)	143 100%	3.24	1.284
<b>Received adequate support and recognition for my work from my manager and colleagues</b>	23 (16.1%)	73 (51%)	19 (13.4%)	16 (11%)	12 (8.5%)	143 100%	3.36	1.334
<b>The organizational culture and work environment in terms of promoting employee engagement and retention is better</b>	23 (16%)	79 (55.2%)	16 (11.4%)	16 (11.4%)	9 (6.0%)	143 100%	3.31	1.199
<b>There are opportunities for professional growth and development within this organization</b>	24 (16.6%)	79 (55.3%)	13 (9.4%)	16 (11.4%)	10 (7.3%)	143 100%	3.41	1.189
<b>The compensation and benefits packages offered by this organization in comparison to industry standards is better</b>	26 (18%)	56 (39%)	39 (27%)	10 (7.3%)	12 (8.3%)	143 100%	3.31	1.123
<b>Concerns and feedback are taken seriously and addressed by the management team</b>	22 (15.5%)	82 (57.3%)	17 (12.0%)	10 (7.3%)	12 (8.3%)	143 100	3.23	1.183
<b>Total grand mean and standard deviation</b>							3.22	1.214

SD-Strongly Disagree, DA-Disagree, N-Neither agree nor disagree, A-Agree, SA-Strongly agree

Source: Own survey result, 2024

As illustrated on the table above 4.9, the mean score of  $M= 3.22$  implies that the respondents disagreed and strongly disagreed that; they are not satisfied with their current role and responsibilities within the organization with a percentage of 100 (68.5%) which indicates that employees are not interested to serve longer and results in higher turnover intentions.

On the other hand, with the mean score of  $M=3.24$  on the second item under, my skills and talents are being utilized effectively by my current position indicates with a numerical value of 100(68.5%) of the respondents disagreed & strongly disagreed on that; their skills and talents not utilized effectively by their current position which creates grievances among employees.

As shown in the above table, the mean score of 3.36 implies that the respondents on disagreed on the adequacy of received support and recognition for their work from their manager and colleagues with the values of 96(66.1%). The employee's doesn't receive adequate support and do not obtain recognition for the work performed from the top management which have a greater impact in increasing the rate of employee turnover in the organization.

Under the concept of organizational culture and work environment in terms of promoting employee engagement and retention is better, the respondents reacted with the mean value of  $M=3.31$  and percentage of 102(71.2%), there is no better environment in promoting employee engagement and retention which have a negative impact in retaining employee turnover rates.

The other item which is part of the study is about; the availability of opportunities for professional growth and development within the organization indicates that, most respondents disagreed and strongly disagreed with the mean value of  $M=3.41$  and percentage of 103(71.9%). From the result we can conclude that, there is no opportunity for professional growth and development within the organization which have the potential in increasing turnover intentions in the organization.

Furthermore, with the mean value of  $M=3.31$  and with a percentage of 82 (57%) respondents disagreed and strongly disagreed that; the compensation and benefits packages offered by AGL Company in comparison to industry standards is quite unfavorable and which enforces worker to leave and increase the rate of turnover intentions.

Finally, the statement that indicates; concerns and feedback are taken seriously and addressed by the management team have caught the attention of respondents and reacted with the mean score of  $M=3.23$  and 104 (72.8%). They disagreed and strongly disagreed that, the employees

feedback are taken seriously in the work environment of AGL Logistics company which will have an impact in increasing the rate of turnover of workers in the company.

At last, the researcher summarizes that from the total grand mean value 3.22 and standard deviation of 1.214 indicates that respondents were moderately agreed on the turnover intentions.

## **4.4. Inferential analysis**

### **4.4.1. Results of the Correlation Analysis**

According to Mac Eachron (1982), a correlation coefficient expresses quantitatively the magnitude and direction of the relationship between two variables. Correlation coefficients vary from +1.0 to -1.0. The sign of the coefficient tells us whether the relationship is positive or negative. The numerical portion of the coefficient describes the magnitude of the relationship.

The larger the number, the stronger the correlation is. A coefficient of +/- 1.0 indicates that a perfect relationship exists b/n the two variables. Coefficient of 0.0 means no relationship exists between the variables.

#### **4.4.1.1. Correlation Matrix**

Correlation matrix demonstrates how each determinant of employee turnover and turnover intentions relate each other. The result would be demonstrated as follows.

Correlation analysis is a technique used to indicate the relationship of one variable to another and can be considered as a standardized covariance that shows the extent to which a change in one variable corresponds systematically to a change in another (Zikmund et al, 2013).

This study employs correlation analysis, which investigates the strength of the relationships between each determinant of employee turnover intentions relate each other. In order to evaluate this relationship and for the purpose of this study, Pearson correlation analysis was used to provide evidences.

The relationship between the variables is obtained through Pearson product-moment correlation coefficient "r". The value of Pearson product-moment correlation coefficient "r" normally varies between -1.0 to 1.0. The coefficient (r) revealed the magnitude and direction of relationships. The sign indicates whether there is a positive correlation (as one variable increase, the other also increase) or negative correlation (as one variable increase, the other decrease) and it also shows the intensity of the relationship. Correlations are perhaps the most basic and most useful measure of association between two or more variables (Marczyk et al., 2005).

As per Marczyk et al., (2005) correlations of 0.01 to 0.30 are considered as weak, correlations of 0.30 to 0.70 are considered as moderate, correlations of 0.70 to 0.90 are considered as strong, and correlations of 0.90 to 1.00 are considered as very strong. So to determine the relationship between the determinants employee turnover and turnover intentions, Pearson correlation was computed in the table 4.7 below.

Table 4.10 Correlation matrix of the determinants of employee turnover and turnover intentions.

Correlations



**TABLE 4. 10: Correlation coefficients between independent and dependent variables**

		Determinants of employee turnover intentions	Organizational culture	Attitude of employee	Salary	Organizational commitment	Career advancement	Job security	Location of a company
Determinants of employee turnover intentions	Pearson Correlation	1							
	Sig. (2-tailed)								
	N	143							
Organizational culture	Pearson Correlation	-.461**	1						
	Sig. (2-tailed)	.000							
	N	143	143						
Attitude of employee	Pearson Correlation	-.312**	.533**	1					
	Sig. (2-tailed)	.000	.000						
	N	143	143	143					
Salary	Pearson Correlation	-.626**	.609**	.561**	1				
	Sig. (2-tailed)	.000	.000	.000					
	N	143	143	143	143	143			
Organizational commitment	Pearson Correlation	-.243**	.514**	.415**	.513**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000			
	N	143	143	143	143	143	143		
Career advancement	Pearson correlation	-.341**	.522**	.433**	.451**	.541**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000		
	N	143	143	143	143	143	143	143	
Job security	Pearson correlation	-.361**	.425**	.414**	.461**	.511**	.551**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	
	N	143	143	143	143	143	143	143	143
location of a company	Pearson correlation	-.198**	.613**	.511**	.419**	.516**	.424**	.541**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000
	N	143	143	143	143	143	143	143	143

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

**Source: Own survey result,2024**

From Table 4.10, it is clear that there is a negative and statistically insignificant relationship between organizational culture and employee turnover intentions( $r = -.461$  and  $p < 0.01$ ) and the researcher concludes that there is a negative and statistically insignificant relationship between them.

And also from the above table, it is clear that there is a negative and statistically insignificant relationship between attitude of employee and turnover intentions( $r = -.312$  and  $p < 0.01$ ) and the researcher concludes that there is negative and statistically insignificant relationship between attitude of employee and turnover intentions.

The other variable also indicates that there is a negative, and statistically insignificant relationship between salary and turnover intentions( $r = -.626$  and  $p < 0.01$ ) and the researcher concludes that there is negative, statistically insignificant relationship between salary and turnover intentions.

Furthermore, it indicates that there is a negative and statistically insignificant relationship between Career advancement and employee turnover intentions ( $r = -.341$  and  $p < 0.01$ ) the researcher concludes that there is negative and statistically insignificant relationship between career advancement and turnover intentions. And also job security have a negative and statistically insignificant relationship between job security and turnover intentions ( $r = -.361$  and  $p < 0.01$ ) the researcher concludes that there is a negative and statistically insignificant relationship between job security and turnover intentions.

Finally, it is clear that there is a negative and statistically insignificant relationship between organizational commitment and turnover intentions ( $r = -.243$  and  $p < 0.01$ ) and the researcher concludes that there is negative and statistically insignificant relationship between organizational commitment and turnover intentions and also location of a company have negative and statistically insignificant relationship between turnover intentions with a value of ( $r = -.198$  and  $p < 0.01$ ).

#### **4.4.2. Diagnostic test**

##### **4.4.2.1. Preliminary test results**

Multiple regressions require that the independent variables in the analysis be normally distributed. Hence the skewness and kurtosis statistics for all variables should be within the acceptable range (-1 to +1).

Table 4.11: Descriptive Statistics of preliminary test results

Descriptive Statistics

	N	Skewness		Kurtosis	
	Static	statistic	Std.error	statistic	Std.error
Organizational culture	143	-.763	.132	.029	.263
Employee attitude	143	-.504	.132	.263	.263
Salary	143	-.334	.132	.251	.263
Job security	143	-.132	.132	.212	.263
Organization commitment	143	-.514	.132	.216	.263
Career advancement	143	-.671	.132	.221	.263
Location of a company	143	-.324	.132	.271	.263
Valid N (listwise)	143				

**Source: Own survey result, 2024**

The above table 4.11 displays the normality of the variables using Skewness and Kurtosis. All the variables are between the range -1 and +1. Hence all the variables fulfilled the assumption of normality.

#### 4.4.2.2. Linearity

Multiple regressions assume a linear relationship between the independent and dependent variables. The points should be symmetrically distributed around a diagonal line, with a roughly constant variance. Hence using visual inspection of the scatter plot, it can be suggested about the linearity.

## Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Turnover\_Intentions

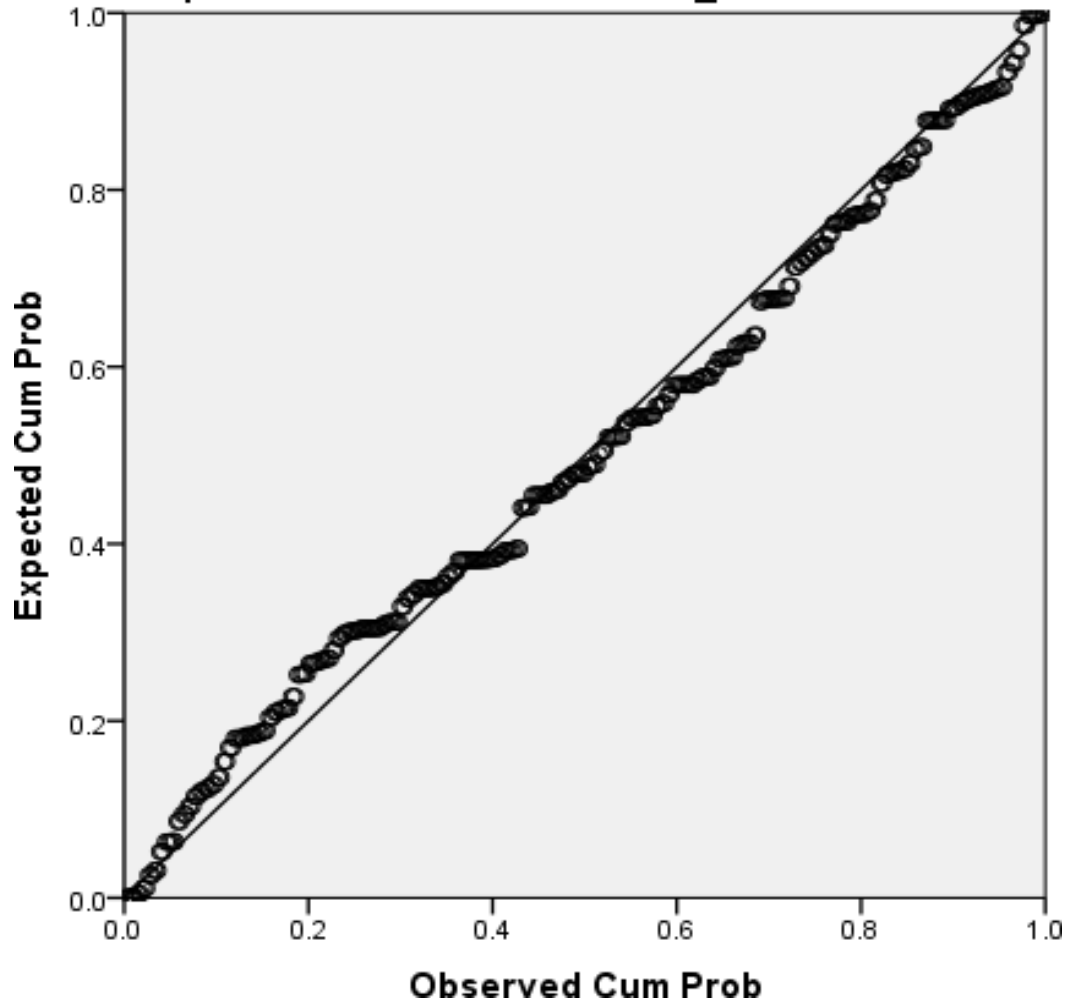


Figure 1. Linearity assumption test

Source: Own survey result, 2024

### 4.4.2.3. Homoscedasticity

Homoscedasticity refers to the assumption that that the dependent variable exhibits similar amounts of variance across the range of values for an independent variable.

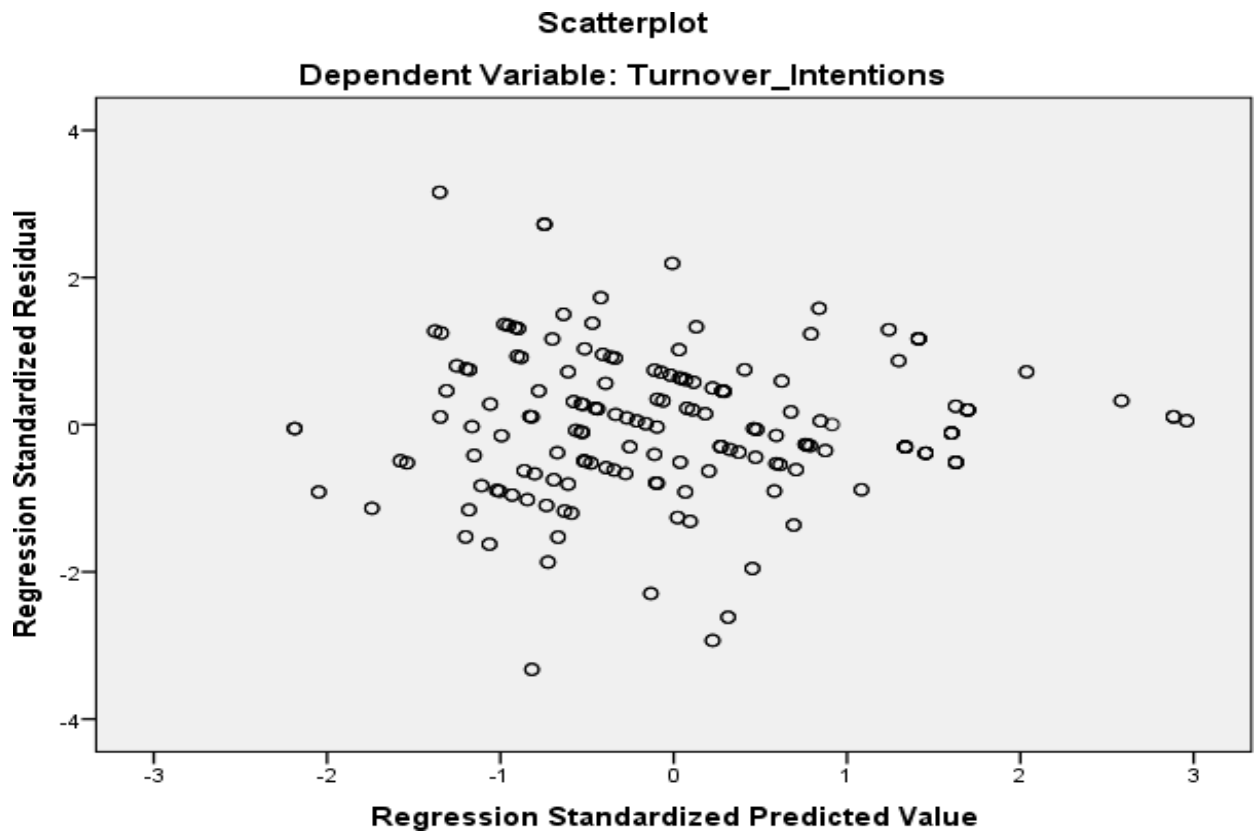


Figure 2. Homoscedasticity assumption test

Source: Own survey result, 2024

### 4.4.3. Regression analysis

#### 4.4.3.1. Model Summary

Table 4.12: Result of Multiple Regressions (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 <sup>a</sup>	.654	.647	.43617
Predictors: (Constant), organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company Dependent Variable: turnover intentions				

Source: Own survey result, 2024

Table 4.12 indicates R, R square, Adjusted R square and Standard error of the estimate. Further, it lists the independent variables that are entered into the regression model. R (0.808) is the

correlation of the independent variables with the dependent variable after all the inter correlations are taken into account. The model summary, above shows the Adjusted R Square is 0.647 Which means about 64.7% of the variance in the dependent variable i.e. turnover intention was explained by the independent variables i.e. organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company.

#### 4.4.3.2. Overall Model Fit of the Regression Model

Table 4.13: (ANOVA) Overall Model Fit of the Regression Model

ANOVA

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	71.386	14	5.585	11.861	.000b
	Residual	131.549	306	0.210		
	Total	202.935	320			
Dependent Variable: turnover intentions Predictors: (Constant), organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company						

**Source: Own survey result, 2024**

The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). Since the significance result on the ANOVA table is 0.000 which is  $p < 0.05$ , the regression analysis proved the presence of a good degree of prediction. The result revealed that the set of predictors is statistically significant at predicting turnover intention, with F- statistic=11.861 and P-value (Sig. = 0.000) is less than alpha value 0.05. Therefore, the independent variables are significant to explain the variance in turnover intention.

### 4.4.3.3. Multicollinearity

Multicollinearity is a statistical phenomenon in which two or more independent variables in a multiple regression model are highly correlated. There are basically two ways to detect Multicollinearity. One way is by computing tolerance values and Variance Inflation Factor (VIF) for each independent variable. Multicollinearity exists when Tolerance is below 0.10; and the average variance inflation factor (VIF) is greater than 2.5. The other method is to assess Multicollinearity by examining correlations among the independent variables. If a correlation matrix demonstrates correlations of 0.90 or higher among the independent variables, there may be a problem with Multicollinearity.

Table 4.14: Multicollinearity Test by Computing Tolerance Values and Variance Inflation Factor (VIF)

Model		Collinearity Statistics		
		B	Tolerance	VIF
1	(Constant)	.176	.501	1.997
		.250		
	Organization culture	.285	.573	1.746
	Employee attitude	.015	.410	2.441
	Salary	.229	.556	1.797
	Job security	.215	.514	1.651
	Organization commitment	.211	.465	1.911
	Career advancement	.026	.412	1.612
	Location of a company	.247	.558	1.887

**Source: Own survey result, 2024**

The above table 4.14 displays the Multicollinearity test by computing tolerance values and Variance Inflation Factor (VIF) for each independent variable. In this case all the tolerance values are greater than 0.10 And VIF is less than 2.5. Hence, the researcher assumed Multicollinearity was not a problem.

#### 4.4.3.4. Beta Coefficient

Table 4.12 shows regression coefficient ( $\beta$ ) of organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company.”  $\beta$ ” (beta) coefficient help to see the direction and strength of the relationship between independent and dependent variables. Accordingly, since the sign of the “ $\beta$ ” coefficient for the independent variables is Negative, there is a negative relationship between the independent variables (organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company) and dependent variable (turnover intentions).

Table 4.15: Regression Coefficient of Independent Variables

Model	Un standardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1(Constant)	4.086	.318		12.859	.000
Organization culture	-.274	.061	-.370	-4.499	.000
Employee attitude	-.116	.067	-.120	-1.734	.080
Salary	-.101	.056	-.113	-1.812	.000
Job security	-.133	.070	-.129	-1.894	.000
Organization commitment	-.132	.061	-.175	-2.151	.000
Career advancement	-.053	.069	-.060	-.769	.000
Location of a company	-.224	.064	-.218	-3.526	.000

a. Dependent Variable: Turnover Intentions

**Source: Own survey result, 2024**

The above table 4.15 shows the extent to which each independent variables influence the dependent variable. The result shows the regression coefficient (beta) that has negative sign indicates the independent variables have negative impact on turnover intention. On the other hand, a positive sign of regression coefficients indicate positive impact.



The beta coefficient values shown on table 4.12; indicated that organization culture has a coefficient of (-.370), employee attitude has a coefficient of (-.120), salary has a coefficient of (-.113), job security has a coefficient of (-.129), organization commitment has a coefficient of (-.175), career advancement has a coefficient of (-.060) and location of a company has a coefficient of (-.218) with significant p-value  $<0.05$  for all those seven predictors. Hence, these predictors (organization culture, employee attitude, job security, organization commitment, salary, career advancement, and location of a company) have a negative relationship with employee turnover intention. It also has a significant impact (contribution) on turnover intention. Therefore, it can be said that the increase or decrease of the value of those variables has a significant impact on the level of employee turnover intention at AGL Logistics Company. Moreover, among the independent variables employee attitude was not statically significant to influence the dependent variable, since Sig. (0.080  $> 0.05$ ) which justifies that employee's attitude magnitude of effect is not a significant contributor in predicting the turnover intention. According to Andy Field (2005), when a statistic is significant, it simply means that you are very sure that the statistic is reliable. It doesn't mean the finding is important or that it has any decision-making utility. On the other hand, when a statistic is insignificant, it only means the probability is high that the difference or relationship happened by chance and p is greater than the critical alpha level. In other words, employee attitude is not significant contributing predictor.

#### **4.5. Result of the Regression Analysis**

Since the purpose of this research was to investigate the effect on determinants of employee turnover intentions evidenced by employees of AGL Logistic Company, it was very important to evaluate the determinants of employee turnover intentions. To evaluate the determinants of employee turnover intentions, this research looked at 7 predictive variables that include organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company. The outcome variable for this study was turnover intentions.

According to Andy Field (2006), multiple linear regression uses to estimate the effect of more than one independent variables over dependent variable or it estimates the coefficient of determination on the predicted one explained by the predictors. Multiple linear regressions also use to compare which independent variable has more effect than other independent variables.

Moreover he stated that, to have valid multiple regressions analysis, the important assumptions are; normality of the distribution, linearity, Homoscedasticity, independent of residuals and Multicollinearity, which should be satisfied.

Further, it lists the independent variables that are entered into the regression model. R (0.808) is the correlation of the independent variables with the dependent variable after all the inter correlations are taken into account. The model summary, shows the Adjusted R Square is 0.647 which means about 64.7% of the variance in the dependent variable i.e. turnover intentions was explained by the independent variables i.e. organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company.

#### **4.6. Discussion**

The results of correlation analysis suggested that the relationship of the seven independent variables with turnover intentions were negative. There was a negative relationship between organization culture, job security, career advancement, employee attitude, organization commitment, salary, location of a company and turnover intentions. This suggested that the determinants of turnover are negatively related to turnover intentions. Among the predictors organization culture ( $r = -.461, p < 0.01$ ), job security ( $r = -.361, p < 0.01$ ), career advancement ( $r = -.341, p < 0.01$ ), employee attitude ( $r = -.312, p < 0.01$ ), organization commitment ( $r = -.243, p < 0.01$ ), salary ( $r = -.626, p < 0.01$ ) and location of a company ( $r = -.198, p < 0.01$ ) determinants of turnover have a negative and weak relationship with turnover intentions.

Other researchers have also found similar results and hence the researcher compared the above results by providing empirical evidences to each relationship.

H. M. Arshad (2014) found a negative relationship between organization commitment and turnover intentions ( $r = -.690$  and  $p < 0.05$ ). In a study undertaken by V. Prabakaran (2012), under the title “assessment of determinants of employee turnover on turnover intentions” it was found negative relationship between job security and turnover intentions. Z. U. Abideen and S. Saleem (2009) conduct a study under the title “empirical study on determinants of employee turnover” and they found a negative association between career advancement and turnover intentions ( $p < 0.05$  but the “r” value was not stated).

Halkias (2013) analyzed the relationship between determinants of employee turnover and turnover intentions using ANOVA and reported poor relationship. Moreover, they indicated developing effective strategy to retain employees has been traditionally regarded as an important

function to increase employees working motivation. Huang (2011) reported strong relationship with ( $r = 0.520$  and  $p < 0.01$ ). Anand (2000) analyzed employee attitude has insignificant effect on turnover intentions.

Empirical literature on relationship between determinants of employee turnover and turnover intentions is very limited and practitioners should emphasis on this issue. However, V. Prabakaran (2012) found negative relationship between location of a company and turnover intentions.

As per the correlation analysis, it has been discussed that the results of this study were similar with the previous literatures. Thus, due to the negative relationship between the seven predictor variables and employee turnover intentions. Having now discussed the results of the research and commented on the relation with respect to empirical evidence, it is necessary to discuss the result of multiple regression analysis to get further insight.

As it was mentioned earlier, multiple regression analysis was carried out to explain which predictor variable most affects the dependent variable and to formulate the research model.

Among the seven independent variables, organization culture affects turnover intention more than the other independent variables, due to  $\beta = -0.370$ . The least and insignificant contributor variable was organizational commitment with  $\beta = -0.060$ . And on the model summary of the regression result, it was stated that ( $R = 0.808$ ) is the correlation of the independent variables with the dependent variable after all the inter correlations were taken into account. Adjusted R Square was 0.647 which means about 64.7% of the variance in the dependent variable i.e. turnover intentions were explained by the independent variables.

The research results conducted by (Jan Wynen & Sophie Op de Beeck, 2014) on determinants of employee turnover indicated that, ‘ employees have several reasons to leave their work places such as job stress, job satisfaction, job security, work environment, motivation, wages and rewards and there should be a conducive environment to sustain employees in their work area but, my study indicated there are many other factors that determines employees turnover intentions such as organizational culture, job security, career advancement, salary, organization commitment, and location of a company.

## CHAPTER FIVE

### 5. SUMMARY, CONCLUSIONS, RECOMMENDATIONS

#### 5.1. Introduction

This chapter indicates the resulted and finding based on the analysis done on the data collected from respondents. This research concerned on the Determinant of Employees' Turnover Intention in AGL Logistics Ethiopia. The discussion then will attempt to carry out all the objectives of the study. As result, recommendations are given for the target organization to confront problem at hand.

#### 5.2. Summary of the Findings

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

- ❖ The first findings of the study (descriptive analysis) showed that the mean value of 7 job feeling factors (organizational culture, employee attitude, job security, organizational commitment, salary and location of a company) have mean moderate score within the range of 2.34 - 3.67 which indicates respondents feels good with the stated predictors for the employees of AGL Logistics. Therefore, these predictors are contributing factors for employee's turnover intention at AGL Logistics.
- ❖ The results of correlation analysis suggested that the relationship of the seven independent variables with turnover intentions were negative. There was a negative relationship between organization culture, job security, career advancement, employee attitude, salary, organization commitment, location of a company and turnover intentions. This suggested that the determinants of turnover are negatively related to turnover intentions. Among the predictors organization culture ( $r = -.461, p < 0.01$ ), job security ( $r = -.361, p < 0.01$ ), career advancement ( $r = -.341, p < 0.01$ ), employee attitude ( $r = -.312, p < 0.01$ ), salary ( $r = -.626, p < 0.01$ ), organization commitment ( $r = -.243, p < 0.01$ ) and location of a company ( $r = -.198, p < 0.01$ ) determinants of turnover have a negative and weak relationship with turnover intentions.
- ❖ The third findings of the study using regression analysis showed that the adjusted R square value of 0.353 depicting 35.3 % of the variation in employees 'turnover intention is explained by the determinants of employee turnover intentions used in this study, while the rest of 64.7% turnover intention is influenced by some other variables.

- ❖ More specifically, the regression coefficient (beta) also showed the extent to which each independent variable influence the dependent variable and helps to see the direction and strength of the relationship between independent and dependent variables. Accordingly, since the sign of the “ $\beta$ ” coefficient for the independent variables is negative, there is a negative relationship between the independent variables (organization culture, job security, career advancement, salary, organization commitment, location of a company) and the dependent variable (turnover intentions).

### 5.3 Conclusion

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

The correlation analysis showed that the predictor variables (organization culture, job security, career advancement, salary, organization commitment, and location of a company) have negative relationship with turnover intention at AGL Logistics and these predictor variables are contributing high to employee’s turnover intention at AGL. According to Chiang & Hsieh (2012), the higher the job satisfaction, which in turn decreases turnover intentions and also (Saeed, et.al. 2014) proved on their study that when the job satisfaction is greater the turnover intention will be lesser and vice versa. So that AGL is facing the high level of employee turnover in the company.

Among these factors of organization culture, job security, career advancement, organization commitment, salary, employee attitude, and location of a company had the moderate mean value scored and these factors playing a major role for employee’s turnover intentions at AGL logistics company as compared to other job feeling factors considered in this study; and for this reason the seven variables are considered as the company’s main determinant of turnover intention.

The organization mainly uses some strategies to retain employees in the company; those are salary increment or adjustment and promotional incentives to prevent the organization from a high employee turnover. But it doesn’t work as expected; rather it create a high turnover rate because of the undervalued salary adjustment and the salary adjustment was seems like to give a high benefit for the higher positioned staffs like division managers, senior officers, and supervisors and the like.

## 5.4 Recommendation

From the analysis and discussion, the researcher presented the following major findings.

When employees leave an organization, they take knowledge capital, relationships and investments along with them. Intelligent employers never undermine the importance of retaining the best talent. Business strategies in general and HR policies and practices in particular must be framed in such a way that they ensure retention of key performers. Therefore, in order to achieve the company mission and strategic goals; AGL Logistics should work continuously to attract, develop, manage, motivate and retain committed employees.

In view of the above discussion, the following suggestions are recommended to the policy makers and /or AGL logistics management (from highest to lower level management) in general and HR in particular:

- ✚ The company should develop human resource management policy and procedure manual that includes all HR functions. Specifically, training and development department has to develop career advancement opportunities policy and procedure manual which can guarantee employees on; development of skills and abilities, fairness of promotion opportunities, and transparency of promotion functions.
- ✚ Personal management functional unit should make exit interview for employees who leave the company voluntarily, so this helps to know partially the reasons of the employee's turnover and helps managements to take appropriate action for the problem.
- ✚ Develop proper human resource management retention policy and strategy to reduce turnover intention as a result to retain key performer employees.
- ✚ Managements (the highest to lower level managements) have to acknowledge employees achievements and accomplishments on a daily, weekly, monthly and annual basis. In addition to this, executing a formal program to recognize top achievers in every job category is essential. Furthermore, these acknowledgements create healthy competition environment among employees that helps to increase happiness and reduce turnover intention.
- ✚ Executive management and HRD should develop management member administration policy and procedure manual which can guarantee management members on; fair promotion opportunities, demotion without reason (position, salary and benefit) fire without any justification and in general job security. The corporate governor is

responsible to approve and monitor the proper implementation of policy HRD has to make the nature of the work more challenging and inspiring by doing job enrichment, job enhancement and job enlargement in order to increase employee's job feeling in turn to reduce employee's turnover intention. Samuel E.M. (2012) confirmed that the higher the satisfaction with nature of work the lower the employee turnover intention.

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

### **5.5 Future Research Directions**

The research findings reported in this study make a valuable contribution to create awareness of the determinant of turnover intention of employees through underlying variables; additional research is needed to further investigate other determinant of turnover intention.

- ❖ This research was fully targeted to assess the determinant employee turnover intentions in AGL branch located in Addis Ababa and it doesn't include the other competitors which are located in different parts of the country. Thus, study encompassing other Logistics turnover related issue can be also future research area.
- ❖ If the study includes other aspects of Human Resource Management concepts that contribute to the study of human resource development.
- ❖ If the study includes other independent variables or predictors other than those stated in the study to make it broader and deeper.

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**St. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**DETERMINANTS OF EMPLOYEES TURNOVER INTENTION IN THE CASE OF AGL**  
**LOGISTICS ETHIOPIA**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**A survey Questionnaire to be filled by Employees of AGL**

**Research Topic: Determinants of employee's turnover intention in the case of AGL**

**Logistics Ethiopia**

**Researcher: WubitGosaye: SGS/0180/2015A**

Dear Respondent, I would like to express my sincere appreciation for your time, honest and prompt responses.

**Objective**

This questionnaire is designed to collect data for assessing, "Determinants of employee's turnover intention in the case of AGL Logistics Ethiopia." The information that you offer me with this questionnaire will be used as a primary data to fulfill the partial requirements for the Master of Arts degree in Business administration from St. Mary University. Hence, this research is believed to be evaluated in terms of determining employee's turnover intention in the case of AGL Logistics Ethiopia.

**General Instructions**

- *There is no need of writing your name.*
- *In all cases, where answers to options are available, please tick in the appropriate box.*
- *For questions that demand your opinion, please try to honestly describe your responses on the space provided.*

**Confidentiality**

I want to assure you that this research is only for academic purpose authorized by St. Mary University. In this regard, no other person shall access the data collected. In any sort of report that I might publish, I will not include any information that will make it possible to identify any respondent. I remain grateful to you for your kind cooperation.

wgosaye21@gmail.com

Addis Ababa

June, 2024

## Part I. Background Data

**Gender:** Male [ ] Female [ ]

**Total years of experience in AGL:** 0-3 [ ] 3-6 [ ] 6-10 [ ]

**Education Level:** 10 Complete [ ] 12 Complete [ ] Diploma [ ] BA/BSc [ ]  
MA/Msc [ ] PhD [ ]

**What is your job level:** Manager [ ] senior officer [ ] Officer [ ] Supervisor [ ]

## Part II: General questions

Please circle one number representing your rating for a particular factor by using the following scale:

Strongly Disagree (1), Disagree (2), Neutral, (3), Agree (4) and Strongly Agree (5).

### The impact of Career advancement on employee turnover intentions

S.No	Career advancement	1	2	3	4	5
1	will choose career advancement rather than monetary incentives					
2	My job allows me to learn new skills for career advancement					
3	There is a good promotion and career prospect to right candidate in AGL					
4	Experience, skills & Performance are well recognized in AGL					

### The impact of higher salary on employee turnover intentions

S.No	Higher salary	1	2	3	4	5
1	I'm satisfied with the company salary scheme					
2	AGL supports me on my career development through incentives					
3	AGL provides excellent fringe benefit package (medical, insurance, allowance, leave...etc).					
4	I receive an additional payment if I do additional work.					
5	I'm fairly paid for what I contribute to AGL					

### The impact of Job security on employee turnover intentions

S.No	Job security	1	2	3	4	5
1	I believe safe working at my workplace					
2	I believe my job is secure					
3	My job is valued in the organization					
4	I receive sufficient job orientation and training provided to me					
5	My job has become more interesting in the past year					

### The impact of Organizational culture on employee turnover intentions

S.No	Organizational culture	1	2	3	4	5
1	The managers lead by example					
2	There is delegation of tasks efficiently					
3	There is a power struggle within the leadership team					
4	There is a positive dynamics between leaders and their teams					
5	There is good communication and collaboration in the organization					
6	There is diversity and inclusion in the organization					
7	There is huge work-life balance					
8	Organizational values are highly tolerable					

### The impact of Employee attitude on employee turnover intentions

S.No	Employee attitude	1	2	3	4	5
1	I feel my work is appreciated in the working environment					
2	There is high level of integrity in the organization					
3	There is high level of temper control in the work place					
4	There is high level of respect for others on the job					

### The impact of Organizational commitment on employee turnover intentions

S.No	Organizational commitment	1	2	3	4	5
1	I like the feeling of commitment I give for the job					
2	I am proud to work in AGL because it recognizes my commitment					
3	I feel satisfied with my job because it gives me feeling of commitment					
4	I feel I have contributed towards AGL goals					
5	My boss/ manager /supervisor always thanks me for my commitment					
6	I receive adequate recognition and rewards for my commitment					

**The impact of Location of a company on employee turnover intentions**

<b>S.No</b>	<b>Location of a company</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	The location of the business attracts and retains best employees					
<b>2</b>	The location of the business optimizes work-life balance					
<b>3</b>	Good location decision significantly boost a company’s long-term performance					
<b>4</b>	Poor location cost millions in lost talent, productivity and capital					

**The impact of turnover intentions**

<b>S.No</b>	<b>Turnover intentions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
<b>1</b>	I’m satisfied with my current role and responsibilities within the organization					
<b>2</b>	My skills and talents are being utilized effectively by my current position					
<b>3</b>	Received adequate support and recognition for my work from my manager and colleagues					
<b>4</b>	The organizational culture and work environment in terms of promoting employee engagement and retention is better					
<b>5</b>	There are opportunities for professional growth and development within this organization					
<b>6</b>	The compensation and benefits packages offered by this organization in comparison to industry standards					
<b>7</b>	Concerns and feedback are taken seriously and addressed by the management team					

**St. MARY UNIVERSITY**  
**COLLEGE OF BUSINESS AND ECONOMICS**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**  
**MBA PROGRAM**

**Interview questions to be filled by Employees of AGL**

**Appendix A: Semi-Structured Interview Questions on company's strategy on employee turnover intentions**

1. Is management aware about employee turnover of at your organization?
2. Do you/ they make exit interview, when employees resign?
3. Did the organization try to make the exiting employee stay in the organization? If they do; please state what kinds of actions were taken?