



ST. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

**ASSESSMENT OF THE FACTORS AFFECTING PROFESSIONAL EMPLOYEE
TURNOVER INTENTION IN THE CASE OF GERMAN AGENCY FOR
INTERNATIONAL COOPERATION ADDIS ABABA, ETHIOPIA**

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ADDIS ABABA, ETHIOPIA

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Table of Contents

ACKNOWLEDGEMENT.....	iv
ACRONYMS.....	v
LIST OF TABLE.....	vi
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.0 Background of the study.....	1
1.2 Background of the organization.....	2
1.3. Statement of the Problem.....	3
1.4 Research Questions.....	5
1.5 Objective of the Study.....	5
1.5.1 General Objective.....	5
1.5.2. Specific Objectives.....	5
1.6 Hypotheses Development.....	5
1.7 Significance of the Study.....	7
1.8 Scope of the Study.....	7
1.9 Limitations of the study.....	8
1.10 Organization of the Research.....	8
CHATER TWO.....	9
REVIEW OF RELATED LITERATURES.....	9
2.1 Theoretical underpinnings.....	9
2.2 What is turnover.....	10
2.3 The Causes of Employee Turnover.....	10
2.4 The Cost of Employee Turnover.....	11
2.5 Employees' Turnover Intention Employees.....	12
2.6 Types of Employee Turnover.....	12
2.7 Functional Vs Dysfunctional.....	13

2.8 Avoidable Vs Unavoidable	13
2.9 Internal Vs External	14
2.10 Factors Affecting Employee Turnover Intention	14
2.10.1 Push (Internal) Factors	14
2.10.2 Pull (External) Factors	15
2.10.3 Personal Factors	15
2.11 Demographic Determinant Factors	16
2.12 Methods to Minimize Employee Turnover	17
2.13 Conceptual Framework	18
2.14 Empirical Literature review	19
CHAPTER THREE	21
3.0 RESEARCH METHODOLOGY	21
3.1 Research Approach	21
3.2 Research Design	21
3.3 Population, sample frame, sampling technique and sample size	21
3.3.1 Population and sample frame	21
3.3.2 Sample Size	22
3.3.3 Sampling technique	22
3.4 Data Sources and Types	22
3.5 Data Collection Procedures	22
3.6 Methods of Data Analysis	23
3.7 Validity and Reliability	23
3.8 Ethical Considerations	24
CHAPTER FOUR	25
4.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION	25
4.1 Introduction	25
4.2. Demographic characteristics of Respondents	25

Demographic characteristics of Respondents	25
4.3 Descriptive Statistics and Correlation Analysis.....	27
4.3.1 Employees intention to quit their job	27
4.4 Factors causing employees to leave their job	28
4.5 Push (internal) factors affecting employee	32
4.6 Pull (External) factors affecting employee turnover.....	44
4.7. Reliability of the data.....	49
4.8Correlation Analysis among Variables of the Study.....	50
4.8.1 Significance of the factors for Intentions of turnover	51
4.9 Basic assumptions of regression analysis	52
4.10 Regression analysis.....	53
4.12 Discussion	57
CHAPTER FIVE	58
SUMMARY, CONCLUSION AND RECOMMENDATION.....	58
5.2 Conclusion	59
5.3 Recommendation	60
Reference	i
Appendix	v

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ACRONYMS

HR-----	Human Resource
HRM-----	Human Resource Management
NGOs-----	Non-Governmental Organization
SPSS-----	Software package for social science

LIST OF TABLE

Table 1: Demographic characteristics of the respondents	25
Table 2: Description Of Employee intention to leave.....	27
Table 3: Descriptive Statics	28
Table 4: Personal Factors Affecting Employee turnover intention.....	29
Table 5: Descriptive statistics of personal factors affecting employee turnover	32
Table 6:Internal (Push) Factors affecting Employee Turnover	33
Table 7:Descriptive Spastics of internal factors.....	43
Table 8:Pull (External) factors affecting Employee turnover.....	44
Table 9:Descriptive statics of Pull Factors	48
Table 10: Reliability Statics	50
Table 11:Result of correlation Analysis	50
Table 12: T-Test.....	51
Table 13:Model Summary.....	53
Table 14:Hypothesis test	55

ABSTRACT

The purpose of this dissertation is to analyse the factors affecting professional employee intention and turnover in the German international corporation (GIZ), Addis Ababa, Ethiopia. The research design is explanatory in nature, and both qualitative and quantitative data were collected via interview and questionnaire, respectively. Questionnaires were used to gather quantitative data from professional employees, while qualitative data were gathered via interview (with senior Administration and HR staff) and review of secondary sources. Out of the 75 questionnaire distributed 72 responses were received and then transferred to excel sheet and then proceed through SPSS 20 Statistical tool. Qualitative data gathered through interview and secondary sources were analyzed via the systematic analysis, while quantitative data gathered via questionnaire were analyzed via correlation and regression analyses. The major factors affecting the employee's intention turnover in GIZ organization fall into three groups, namely personal, pull and push factors. According to this study pull factor was the significant factor which influence employee's to leave the organisation. Employee intention is one of the major challenges faced by the GIZ organization due to which the turnover rate of employee increases. The researcher also examined the turnover intention of professional employees with regard to gender, age and length of service. Based on the research findings, participants gave a mixed response for staying and leaving the organisation. However, from their response it is clear that, as part of the retention strategy, they want the GIZ organization to improve salary, transparent and fair management system, work and life balance and offering family package like children's education as part of the benefit. This research can be considered by the employers, management and Human resource staff of GIZ organisation to improve their internal working environment and take some experience from other similar organisation to reduce employee turnover.

Keywords: professional employee, professional employee turnover, determinants of turnover, turnover intention

CHAPTER ONE

INTRODUCTION

1.0 Background of the study

To aid their living, people will engage in different types of activities, works and organizations. But, the length of time that people spent in these things is undeterminable due to different reasons. People will change or leave their work and organization as much as it will be comfortable for them. The prerequisite to leave one's job or organization is the intention to leave that can be referred as turn over intention.

Turnover intention can be seen as a movement of work force to leave from the organization. Turnover intention can be resignation, leaving the organization, discharge, or dead of a member in an organization. Most of the employees leave the organization by voluntary reasons, and can be categorized as avoidable voluntary turnover and unavoidable voluntary turnover. Avoidable voluntary turnover can be caused by various reasons such as salary, work condition, superior, or other better organization, when unavoidable voluntary turnover can be caused by change in career path or family reasons (Zeffane, 2003).

Employees who leave on the organization's request as well as those who leave on their own initiative can cause disruptions in operations, work team dynamics and unit performance. Both types of the turnover create costs for the organization. If an organization has made significant investment in training and developing its employees, that investment is lost when employee leaves (Mello, 2011). In addition to these, excessive employee turnover can hurt the overall productivity of a firm and is often a symptom of other difficulties. Every organization strives to have high productivity, lesser turnovers and maximum profitability. Managing turnover successfully is a must to achieve the above goals. Abassi and Hollman (2000) stressed that managers must recognize that employees as major contributor to the efficient achievement of the organization's success. Furthermore, highly motivated and performing individuals are the crucial factors of the organizational productivity. Therefore, there is need to develop a thorough

understanding of the employee turnover from the perspective of causes, effect and strategies to minimize turnover.

Employees develop the intention to leave before actually leaving an organization; this state is related to another common topic in HR study, called employee turnover intention. Turnover intention is steps back from the actual turnover which is highly related to employees' turnover. Per to the definition given by Mobley (1979, as cited by Shweta J., 2009), turnover intention is the individual's intention to voluntarily quit the organization or profession.

Non-governmental organizations (NGOs) are one group of players who are active in the efforts of international development and increasing the welfare of poor people in poor countries. NGOs work both independently and alongside bilateral aid agencies from developed countries, private-sector infrastructure operators, self-help associations, and local governments (Eric D, et al, 2007). High labour turnover has become a problem for both governmental and non-governmental institutions. Well experienced and qualified professionals leave position they held in their offices. According to Abassi and Hollman (2000) sought to determine the effect of employee turnover on organizations and found that extreme employee turnover often causes far-reaching consequences and, at the extreme, may expose efforts to attain organizational objectives.

1.2 Background of the organization

The German Agency for international cooperation or (GIZ) is an international enterprise owned by German federal government, operating in many fields across more than 130 countries. As a federal enterprise, it support German government in achieving its objective in the field of international cooperation for sustainable development. GIZ offer demand -driven, tailor-made and effective services for sustainable development. GIZ operates in many fields: economic development and employment promotion, governance and democracy, security, reconstruction, peace-building and civil conflict transformation, food security, health and basic education, environmental protection, resource conservation, and climate change mitigation is the major activity done in the company.

GIZ is one of the many NGOs that face challenge in professional employees turnover. Among the total employees that the organization has, there are employees that usually are recruited in a specific spot programme area for a very short period (most of the time, 3 – 6 months), like guards and cleaners being a project based staff. Thus, if that certain project is completed after 3- 6 months or in any short period of time, these staff will be terminated from the organization. However, those staff that are not recruited as being project specific, are usually professional employees and they would be transferred and work to other project or programme office if a certain project they were working at ended as there is a high probability that another one will be opened. Additionally, the number of non-professional employees that the organization has and that are not recruited for a certain specific project, unlike those stated above, are few in number and their turnover rate is not considerate that would make one to be conscious and conduct research about

1.3. Statement of the Problem

In today's competitive business world, it is considered to be an important task to manage employee turnover for any organization. Managing turnover successfully is an essential to achieve the organizational overhead goals.

Firms must recognize that employees are major contributors to the efficient achievement of its success (Abbasi et al, 2000). Organizations must manage employee turnover particularly, the sources what determines employee turnover, effects and strategies that managers can put to reduce turnover for the advantage of its accomplishment. Turnover intention has been firmly established as the best and most truthful forecaster of actual turnover (Chan et al., 2009). Turnover intent can be defined as a conscious and deliberate willingness to leave the organization (Ma and Trigo, 2008).

According to Maxwell (2010), a key consequence to employees' turnover is that organization loses the most experienced and skilled staff that organization had invested heavily in training on various organizational job task functions. This means that, the organization must incur huge cost in terms of time

and finance to train the newly recruited staff in order to make them effectively adapt to organizational working environment and demonstrate the required skills and experience.

According to Phillip (2009), as result of increased level of employees' turnover intention rates, many organizations have turned on application of various employees' retentions strategies such as employees' benefits increased remuneration and offering of various employees rewards. This, however, has led to increased organizational expenditure and realization of a declined profit Margin.

Occupational stress factors, especially unfair treatment, could lead to turnover (Hwang, Lee, Park, Chang, & Kim, 2014). According to Arnoux-Nicolas et al (2016), work environment, which could represent a source of workplace stress, may lead to negative outcomes such as high turnover. The meaningful work mediates the relationship between poor working conditions and turnover intention in a variety of job contexts (Arnoux-Nicolaset al., 2014). Hwang et al. (2014, as cited in Karatepe & Shahriari, 2014) have suggested that if employees perceive they receive unbiased treatment, they felt dignified and respected they increase their sense of self-identity and self-worth. They become less likely to leave their jobs.

In the case of our country (Ethiopia) several published researches have been done on issues of turnover Yared (2017) as conducted study on international rescue committee (non- governmental organization) compensation Practice and employee turnover intention concluded that the causes of turnover are a combination of factors which includes family problems, poor leadership, dissatisfaction with job, better opportunity in external market, and dissatisfaction with work place.

Another study, which was conducted on cause and effect of employees' turnover intention in Abissinya Bank S.C, indicate that the major factors that cause professional employee turnover intention are salary Another study conducted on Sheraton Addis also identified benefit packages, job stress, Disciplinary measures, participation in decision making process, perception of unfairness about the level of compensation, and inequality in the sharing of pay and rewards, job satisfaction and mismatch between

the positions they hold and the skill and knowledge they have are the major causes of employee turnover intention (Zewdneh, 2015).

Professional employees' turnover is a major problem in GIZ Ethiopia. Scholars like Derik T., et al (2013), advocates that for some organization's turnover rates in excess of 10% are likely to cause damage to an organization. As per Admin and HR department record of the organization, voluntary turnover rate of professional employee's was 11%, 15%, 13% and 17% from the year 2016 to the year 2019 respectively, which are by far greater than 10%. This in turn necessitates a scientific investigation of the reasons for professional employees turnover in the organization

1.4 Research Questions

1. What are the internal (push) factors that causes professional employees to leave their current job?
2. What are the external (pull) factors that causes professional employees to leave their job?
3. What is the effect of personal, pull and push factors on professional employees turnover intention?

1.5 Objective of the Study

1.5.1 General Objective

The general objective of this study is to assess the factors affecting professional employees turnover intention in the case of GIZ company Addis Ababa Ethiopia.

1.5.2. Specific Objectives

1. To assess the internal (push) factors that caused professional employees to quit their current job.
2. To assess the external (pull) factors that caused professional employees to quit their current job.
3. To determine the effect of personal, push and pull factors on turnover intention

1.6 Hypotheses Development

HRM practices contribute to develop and raise the level of skills, knowledge, and commitment of employees, thus, employees are empowered to work and motivate themselves to continue their careers, and increase their desire to stay longer at work (Yousaf et al., 2018).

.Hypothesis 1: Personal factors affect professional employee turnover intention

- H1: Health problem has a negative effect on professional employee turnover intention
- H2: Family related problem has a negative effect on professional employee turnover intention
- H3: Waiting to have personal business has a negative effective on professional employee turnover intention

Hypothesis 2: Push factors affect professional employee turnover intention

- H1:organizational factors has negative effect on professional effect on professional employee turnover intention
- H2: Inconvenient working environment has a negative effect on professional employees' turnover intention
- H3: Work load has a negative effect affect on professional employees' turnover intention

Hypothesis 3 : Pull factors affect professional employees turnover intention

- H1: Better salary and benefit packages elsewhere have a negative effect on professional employees turnover intention
- H2: Job security has a negative effect on professional employees turnover intention
- H3: Inconvenient location of the company has a negative effect on professional employees turnover intention

1.7 Significance of the Study

The study adds value to the organization under investigation, because the result, conclusions and recommendations of the study help to decrease turnover rate by setting certain methods to the causes before it happen and increase the organization's ability to retain its employees to create innovative ideas. This study also serves as a work of reference for those researchers who would like to carry out on the related Topic. The findings of the study will help the organization to take actions to reduce the unhelpful consequences of the employee turnover. Therefore, it helps to the organization to understand the causes and extent of turnover intention and devise strategies to solve the problem.

1.8 Scope of the Study

The study is focused on the assessment of the factors affecting professional employees turnover intention in the case of GIZ company in Addis Ababa, Ethiopia. This is the reason because of the most the employee hired in contract period especially those work on the project site of the organization. In geographical aspect, the study can be conducted at a country level but the research will focused on the single NGO.

The study is focused on the assessment of the factors affecting professional employee turnover intention in the case of GIZ Company in Addis Ababa, Ethiopia. This is due to the fact that most employees are hired on contract basis especially those work on the project site of the organization. in terms of geographical areas, the study is conducted on a single organization called GIZ company operating in Ethiopia.

Methodologically, pertinent data were gathered via questionnaire and interview from the aforementioned organization. Content wise, the study was restricted to the factors that affecting a professional employee turnover intention primarily, involuntary turnover intention.

1.9 Limitations of the study

The researcher recognized that the study is limited on the different points as indicated below taking into consideration the scarce time, budget and manageability of the study. and the study is conducted only the employees currently working in Addis Ababa branch office

1.10 Organization of the Research

The study is organized into five chapters. Chapter one introduces the study by giving the background information, the research problem, research question, objectives, and significance of the study, scope and limitation of the study, definition of terms and organization of the study. Chapter two deals with the review of relevant literature, both the theoretical and empirical review related to the study. Chapter three discusses the research methodology including research approach, design, sampling and sample size determination, data collection instruments, research subjects and methods of data analyses. Chapter four present the analysis of the data and findings of the study. Chapter five deals with the summary, conclusion and recommendation that was drawn from the findings of the study.

CHATER TWO

REVIEW OF RELATED LITERATURES

This chapter presents a comprehensive literature review on the studies that are related to the researcher's area of concern and undertaken on the prism of the key study variables. It also features the study's theoretical framework. Empirical and the conceptual framework.

2.1 Theoretical underpinnings

As it is known employees are the most valuable assets of the organizations. So giving concern for them is very indispensable to the organizations. The one thing organizations will do with regard to their employees is to know the turnover intention of employees and the factors leading to it. This can be done through conducting research and reviewing. Therefore this conceptual paper reviewed different theoretical and empirical works which deals with the factors influencing turnover intention of employees with the purpose of giving clue for scholars, researchers and organizations.

As stated by Divya M. et al (2014), earlier studies evidenced that different organizations including NGOs consider Human resources challenges as the most severe challenge than financial and information challenges where again, among the most known HR challenges, employees' turnover is a severe one. Employee turnover is highly related with employee turnover intention, which as defined by Mobley (1979, as cited by Shweta J., 2009), is the individual's intention to voluntary quit the organization or profession.

It is important for HRM to overcome employees' turnover intention. Issues encountered may be in the areas of shrinking pool of entry-level workers, individual differences, use of temporary workers, productivity and competitiveness, retirement benefits and skills development (John, 1995, as cited by Choi S. et al, 2012).

2.2 What is turnover

Turnover means a termination of membership of an organization by an employer or employee of the organization (Morell, Clarke & Wilkinson, 2001:220). This means turnover can be voluntary or involuntary. Voluntary turnover is initiated by employees whereas the involuntary one is initiated by employer.

2.3 The Causes of Employee Turnover

Many employees in different industries leave their job because of multiple internal and external factors. Different writers states that employees quit because of their supervisors, lack of trust, communication, lack of familiarity, unfair treatment of employee, low wage, hard working environment, and others. Because of this, organizations miss their customers and client face poor operating system or low productivity (Flex, 2012).

Salary Scale: This is the most common cause of the turnover rate being so high. Employees are in search of jobs which pay well. If the companies which they are working don't offer good salaries, they tend to hunt for jobs that pay them considerably well. In order to resolve this problem, the employers should make it a point to offer salaries that would be competitive enough to retain and attract well-qualified and talented personnel.

Benefits: Employees always flock to companies who offer more benefits. There are many employees who are not aware of the benefits that are provided to them in their compensation package. Employers need to reduce their bureaucratic procedures in order for the employees to receive the best available benefits without any difficulty. They should make a note of what all benefits other organizations are providing, which may attract their current employees.

Advancements and Promotion Policies: This is the prime reason why many mid-level executives leave the company. Due to no potential opportunity for advancements or promotions, they prefer other companies which may provide them with higher posts and increased compensation packages. The

companies need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance.

The Organizational Culture:- The reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of employees, and its development of a sense of shared goals, among other factors will influence turnover intentions and turnover rate.

Working Environment: This is also one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years.

Working Procedures: The companies should analyze and alter their work procedures and policies in a way which would enable employees to use their full potential and even gain significant work experience. There are many cases where employees have left the company due to no projects or assignments which do not require their full potential. Employees would certainly leave if they don't get experience and are just placed on the 'bench'.

2.4 The Cost of Employee Turnover

When an employee leaves from the organization, it costs the business money every time because it takes even more resources to return to the same level of productivity or level of performance that the business have had before. The following are some of the costs of employee turnover

•**Productivity.** When the employee leaves, productivity will usually take a downturn because other workers may have to add the former employee's duties to their own workload, at least temporarily.

•**Money.** In addition to the monetary costs associated with lower productivity, you may have to pay employees overtime to get them to take up the slack left by the former employee until a replacement can be found.

•**Time.** Turnover, not only destruct regular duties to cover for former employees but also, spend time and money advertising, interviewing, and otherwise looking for a replacement employee. And also much time had been spent training and hiring the former employee.

2.5 Employees' Turnover Intention Employees

Turnover is a serious issue particularly in the practice of human resource management (Yin-Fah et al., 2010). Turnover of employees influences on teamwork, increases costs, declines productivity, and results in lost knowledge. Turnover appears to reflect work place problems, rather than opportunities for changing into better jobs (Holzer and Wissoker, 2001). High employee turnover will endanger the growth on performing organization stated objectives and goals. Apart from monetary measurable cost, non-monetary cost such as deteriorated good will, lost of client's loyalty, reduced branding confidence, etc. may have long term impact (Dess and Shaw, 2001).

2.6 Types of Employee Turnover

Employee turnover is the rotation of workers around the labour market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi&Hollman, 2000).

- **Involuntary Turnover**

Involuntary employee turnover is when the company asks an employee to leave. Reasons can range from poor performance or behavioural issues to budget cuts or structural reorganization. Involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer- initiated termination. (Heneman, 1998).

- **Voluntary Turnover**

Voluntary turnover is occurs when employee chooses to leave his/her organization for whatever reason at their own will (Dess & Shaw, 2001: 446). voluntary turnover data help employers understand why an employee left, what they could have done about it, what lies ahead for the exiting employees, and the

impact his or her loss will have on the organization. .Organization pay directly influences to employee voluntary turnover employee compare to their pay available in other organization (Henman and Schwab,et.al.1987). Voluntary turnover refers to termination initiated by employees (Heneman, 1998).

2.7 Functional Vs Dysfunctional

- **Functional turnover:** A turnover in which poor performers leave is called a functional turnover. Functional turnover can be a positive development which gives the organization an opportunity to invigorate itself by finding a more capable substitute (Abdali, 2011).
- **Dysfunctional turnover:** A turnover in which good performers leave is called a dysfunctional turnover. This type of turnover is unfavourable to the organization if appropriate replacements cannot be found (Abdali, 2011).

2.8 Avoidable Vs Unavoidable

- **Avoidable turnover:** A turnover that happens in avoidable circumstances is called avoidable turnover. It is something organizations can prevent by hiring, evaluating and motivating their employees more effectively. It is important to determine whether the organization is dealing with voluntary turnover that could have been prevented. Such information is important as it will direct the organization to the type of intervention needed to enhance the retention of employees (Meaghan, et al., 2002)
- **Unavoidable Turnover:** Employees leave for the reasons outside the control of the employer. It results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse, the employee moves out of geographical area and the employee is a student worker who graduates from the college. Even though some turnover is inevitable many employer recognize that reducing turnover is crucial. Organization are better able to retain employees if they deal with the concerned of employees that are leading to this type of turnover.

2.9 Internal Vs External

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

2.10 Factors Affecting Employee Turnover Intention

Employees resign their engagements in organizations for various reasons. However, this study is mainly focused on turnover intention which can be arise from push (internal) and pull (external) factors, personal factors as well as pattern of demographic characteristics that enables employees to their organization.

2.10.1 Push (Internal) Factors

Pull Factors. It is conceptually defined as uncontrollable aspects, which are extrinsic to the organization, that attract the employee to a new place of work (Chowdhury, 2016).

According to Kean (2015), the new market orientation is a pull factor as employees no longer have a “work for lifetime” mindset. Hence, the pull of external factors is also known as external environmental variables or uncontrolled factors that are extrinsic to the organization and these factors are perceived to affect the job satisfaction of an employee. According to Siong (2006), external pull factors pull employees to move to another job because of better job opportunities and career aspirations. pull factors may attract an employee to a new organization due to the higher salary and benefits, better career advancement, new challenge of work, job security, good location of the company, better organization culture, work-life balance, autonomy, reputation of the organization and good leadership (Ali Shah et al., 2010; Chafetz et al., 2009; Borges, 2013; Rizwan, 2014).

2.10.2 Pull (External) Factors

Push Factors. It is conceptually defined as the controllable aspects, which are intrinsic to the organization, that push the employee towards the exit door (Chowdhury, 2016).

Push factors are classified as internal push factors as these factors arise from dissatisfaction resulting from the nature of the individual and the organization's life itself (Mohammad et al., 2006). Low job satisfaction has been the most common push factor which causes employees to look for another job elsewhere (Chafetz et al., 2009; Rizwan, 2014; Khan et al., 2014; Steensma et al., 2008). The push theory has been studied primarily by psychologically oriented researchers who focused on job-related perceptions and attitudes (Barnard & Rodgers, 2018). Work stressors, low job satisfaction, frustration with ineffective management or overly bureaucratic organization processes are deemed to be common push factors (Ali Shah et al., 2010; Khan et al., 2014; Loeb et al., 2005; 13 Steensma et al., 2008). Push factors cause discomfort or an adequate amount of dissatisfaction to warrant the generation and evaluation of alternatives. It is believed that internal push factors are factors that prompt an individual to leave their position. For instance work stress, frustration with ineffective management and overly bureaucratic organization processes are treated as common push factors (Lee, 2008). Citing another study, Khan et al. (2014) stated that faculty turnover in universities was caused by both the push and pull mechanism. Ali Shah et al. (2010) found that push factors are job stress factors which can be referred to as role ambiguity, role conflict, work overload, and work-family conflict.

2.10.3 Personal Factors

Personal factors perceived to have an influence on turnover tendencies of employees in an organization are comprised of factors that include one's perceptions for his or her aspirations or personal environment which may contribute to turnover in the workplace such as family-related issues, children education and social status (Kadiresan, 2016). The personal variables from literature which were utilized and presented in this particular study are family-related problems, education of children(s), distance of workplace from home, unfulfilled expectations, conflicting belief systems, desire to change into a different career path,

desire to pursue further studies, and lack of enthusiasm to work. According to the studies conducted by Belete (2018) and Masahudu (2008), it was suggested that there was found out to be a significant relationship between personal factors and turnover intention. In another study, it was reported that employees left their jobs mainly because of the incompatibility of work and family life which adversely affected and hampered their career advancement (Loeb et al., 2005).

2.11 Demographic Determinant Factors

A. Age

Age has been identified as a factor that may influence quitting behaviour. It affected job attitudes and turnover intention. An older employee was more likely to possess a lower degree of mobility and concerned with the formal and informal benefits at a workplace than their younger counterparts. There are three stages of adulthood and Bloomme et al., 2008, stated: “The early adulthood stage (22-32 years) can be described as the age in which founding a family and building a career are the main themes. In the middle adulthood stage (33-44 years), more attention is given to family life and the education of children. The value of having a career decreases, and the importance of work pleasure, social recognition and self-actualization grows. In the late adulthood stage (45- 65 years), besides work pleasure, the balance between autonomy and interdependency becomes more important.” To summarize, a younger employee is more likely to have a higher intention to leave the job when compared to older employees.

B. Gender

They further explained that the decision to leave a post not only involves employees’ families or economic status but can also be dependent on employee work-related factors. Khatri et al., (2001) state that males are more likely to quit than females because the traditional belief that males are the breadwinner for the family still -persists.

C. Education background

Employees with lower educational attainment have relatively less turnover intention than more educated employees. Educated employees are better informed of the alternative opportunities in the labour market. The other reason educated employees tend to quit more often compared to less educated ones is because educated employees are often more demanding and critical about their jobs. The more educated are the employees, the higher is the frequency of them considering leaving their present job (Cotton and Tuttle, 1986).

2.12 Methods to Minimize Employee Turnover

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

- **Feedback to Employees**

It is important for companies to give feedback and coaching to employees so that their efforts stay aligned with the goals of the company and meet expectations. During an employee's first few weeks on the job, an employer should provide intensive feedback. Employers should also provide formal and informal feedback to employees throughout the year.

- **Make Employees feel Value**

Employees should be rewarded at a high level to motivate even higher performance. The use of cash payouts could be used for on-the-spot recognition. These rewards have terrific motivational power, especially when given as soon as possible after the achievement. It is important for employers to say thank you to employees for their efforts and find different ways to recognize them. Even something as simple as a free lunch can go a long way towards making employees feel valued. Listen to employees and ask for their input as to what rewards might work best to the organization. Conduct meetings and surveys to enable employees to share their input. Most team members will work harder to carry out a decision that they have helped to influence.

- **Exit Interview**

Exit interview is not the most common method used by most organization to assess employee's reasons for resigning. Many organizations is not conduct exit interviews with employees who are voluntarily leaving this helps the organization to assess the gap between employee and employer . Exit interviews provide important information for changing HR and retention policies and practices to decrease employee turnover and improve organization performance (Phillips, 1999).

2.13 Conceptual Framework

Based on the overall review of related literatures and empirical studies, the researcher proposed to develop the following conceptual framework for the study to answer the research question and find out relationships between the variables. This study has classified the determinant factors into four group's i.e. personal factors, internal (push) factors and external (pull) factors and demographic factors.

Independent Variable

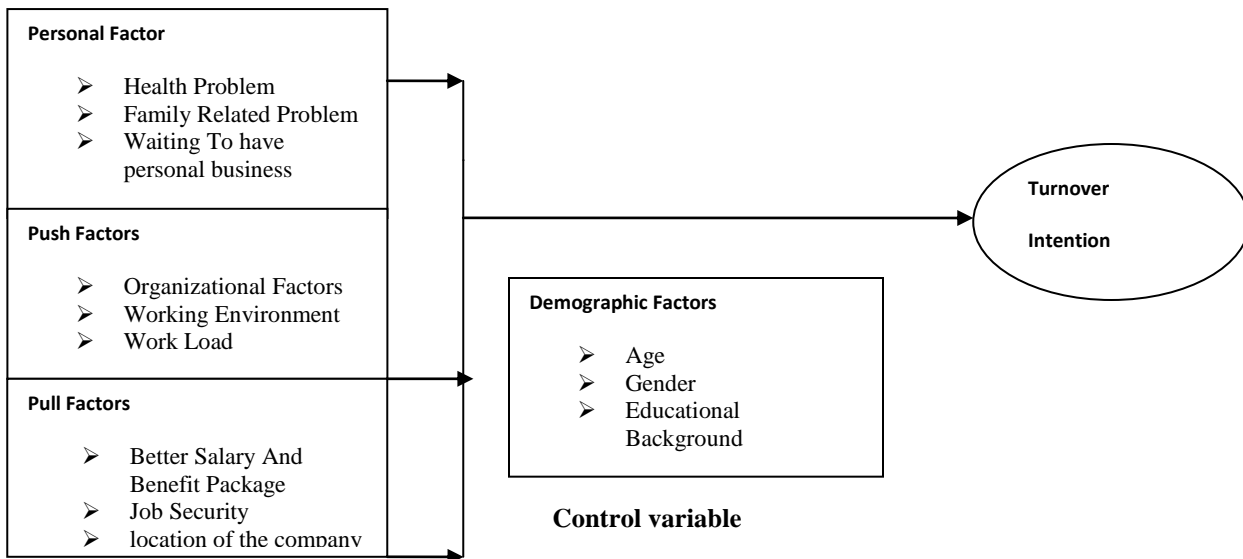


Chart: Conceptual framework of the study

The aforementioned figure diagrammatically shows the factor affecting employees turnover broadly divided into three factors, namely personal, push and pull factors.

2.14 Empirical Literature review

The research conducted on “Drivers of Turnover Intention in Public Sector Organizations” by TamkeenSaleem and SeemaGul (2013) to observe the correlation of Pay happiness, managerial promise and perceived employment opportunities with Turnover intention. It was hypothesized that higher the pay satisfaction minor will be the turnover intention and advanced the organizational obligation lesser will be the turnover intention. It was also hypothesized that higher the pay satisfaction higher will be the organizational commitment as well as higher the perceived employment opportunities higher will be turnover intentions. In order to establish the interaction, results were analyzed by the use of Pearson Product Moment correlation coefficient. The overall results shown significant association among the variables and supporting all the hypotheses.

In our country context the study conducted on “Factors of Employee Turnover Intention in MOHA Soft Drinks Industry S.C Teklehaimanot plant” by Endalkachew Tibebu 2015, identified that behaviour of the work to not have of a job freedom & autonomy, lack of opportunity for encouragement improvement, accidental future career /uncertainty of future career, causing a feeling of being embarrassed working situation, lack of organizational commitment, least remuneration and availability of alternative employment opportunity were contributed to the respondents’ intention to leave the company. However, one identified factor i.e. recognition was found to be unrelated to the respondents’ intention to leave the company. Concerning the respondents’ demographic characteristics result, the age category between 23-29- which is productive experienced intention to leave the company along with single and male respondents. Respondents with better educational background and less experience have also intent to leave the company which shows a clear turnover problem. The other study conduct on “Assessment of Professional Employees Turnover and Retention Practice in Wegagen Bank S.C” by Selam Adenew 2015, present the major findings from the analysis of both quantitative and qualitative data and founded that

perceived better opportunity, salary and benefit packages, job satisfaction and leadership as main factors for turnover intention of professional employees in WB while, personal factors and working environment are not factor for professional employee's turnover intention in the bank. turnover intention, suggesting the organizational factors play a larger role in predicting an employee's turnover intention than the individual factors.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

This part of the study discusses the research methodology, more specifically the research approach, research design, sample size determination, data collection instruments, respondents and method of data analysis.

3.1 Research Approach

This study applied a mixed research approach, both quantitative and qualitative approach to collect data. this approach helps to benefit from both research approaches qualitative data were gathered via interview and review of secondary sources qualitative data were gathered mainly through questionnaire

3.2 Research Design

The major aim of this study is examine the factors that affect turnover intention in German Agency for international corporation (GIZ) in Ethiopia. to this end, this study applied an explanatory This research design as it attempts to unlock the relationship between independent (determinants of employee turnover) and dependent variable (employee turnover intention). Thus, it focuses on assessing the factors that affect professional employee turnover intention.

3.3 Population, sample frame, sampling technique and sample size

3.3.1 Population and sample frame

The target population of the study was GIZ Ethiopia professional employees. Employee data gained from human resource (HR) department was used as a basis to determine the target population. For the purposes of this research, white collar employees, those employees who posses higher level of skill to perform their job and earn higher salary in the organization, were considered. white collar employees are consider to be professional employees in the stated organization. Thus, according to the HR data, at the time of the study (January 2020), the total number of employees in GIZ Ethiopia was 694.

3.3.2 Sample Size

At the time of study (January 2020 GC), the total number of employees in GIZ Ethiopia is 694 out of these, there are 75 employees who are considered to be professional or white collar employees in Addis Ababa, Ethiopia. Due to their manageable size, the researchers have conducted census.

3.3.3 Sampling technique

It is very important to choose a sample that is truly representative of the population so that the conclusion derived from the sample can be generalized back to the population of interest. Due to the small number of professional employees in the organization, the researcher has conducted census.

3.4 Data Sources and Types

Both primary and secondary sources of data were used for the study purpose. To collect primary data questionnaires were distributed to the selected sample respondents and interviews were conducted with the Senior Admin & HR staff. The reason for selecting questionnaire data collection method is because not only it makes the manageability of the gathered data easier but also the high possibility of getting those employees' response.

The independent variable or drivers of turnover intention (push, pull, personal factors) was measured using a scale developed by different scholars such as Abdali (2011), Shah, et al., (2010), Anthony, et al., (2006) and modified by the researcher in order to relate it with the specific objective of the research. This measurement scale has 53 items divided into three dimensions namely push, pull, personal factors. The reliability (Cronbach alpha coefficient or internal consistency between items) of the measurement scale was 0.7 and above. Moreover, turnover intention was assessed using a measurement scale developed by Farrell D, Rusbult (1992). The scale has with 6 items and helps to measure the plans of respondents to leave or else stay with their organisation.

3.5 Data Collection Procedures

Questionnaires were distributed to the professional employees per the sample size in hand. Periodic follow-up was carried out so as to increase the response rate. Each respondent rated 6 statements along a

5 point Likert scale that ranged from 5 (strongly agree) to 1 (strongly disagree). Higher scores signified potentially higher intentions to leave (turnover), while lower scores implied a lower likelihood of staff turnover intention.

3.6 Methods of Data Analysis

The collected data were summarized and analyzed using descriptive and inferential statistics. The result was presented in the form of tables followed by discussions for further interpretation on the findings. Data were processed through SPSS version 21.0 and descriptive statistics was used to present the demographic characteristics of the participants. One sample t-test was used to test whether there is a significance difference between employee turnover intention based on demographic factors (age, sex, level of education, etc). Correlation analysis was used test the relationship between the independent variables (push, pull and personal factors) and dependent variable (turnover intention). Additionally, regression analysis was used to test the effect of personal, push, pull factors on the professional employees' turnover intention.

3.7 Validity and Reliability

Validity refers to the extent to which a test measures what we actually wish to measure (Kothari, 2004). Validity is used to measure to how accurately a method measure what intended to measure. High reliable is one indicator that a measurement is valid .If a method is not reliable, it probably isn't Valid. One type of validity test is construct validity, which is about the adherence of a measure to existing theory and knowledge of the concept being measured. Therefore, to assure the validity of the instrument, the questionnaires were adopted from the previous researchers which Zikumed babin and Giiffine (2010)Further, the validity of the instrument was checked by pilot testing 15 Questionnaires was distributed which helps to the researcher to get accurate data.

Reliability

The reliability (internal consistency) of the instruments was checked by using cronbach alpha coefficient. According to Robert B. et al (2008), the acceptable levels of Cronbach alpha for attitude scales (like Likert scale) is 0.7 and above and the strength of association is said to be poor if alpha is <0.6, moderate if its 0.6-<0.7, good if it is between 0.7 - <0.8, very good if it is 0.8 - <0.9 and excellent if it is above 0.9.

3.8 Ethical Considerations

The researcher considers implementing different ethical standards is not only important but also essential. Thus, the researcher tried her best from requesting the consent of the organization, the respondents, keeping the confidentiality of the gathered information and the employees' anonymity up to informing well to concerned person for what purpose the study is intended for. In view of this, first to conduct this research paper on the organization, permission was requested and approval is gained. Second, participants were well assured that the response they gave is kept confidential, which was also stated on the distributed questionnaire and the message was also forwarded in every communication. Thirdly, the purpose of the study was also stated in the questionnaire well to make participants respond with their own consent.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

4.1 Introduction

In this chapter analyzes and presents the data obtained via interview with management of the organizations and data collected from employees of the organization through questioner. Descriptive statics was to describe the demographic characteristics of survey respondents such as age, gender, marital status, position and Income level and also the factors or group of predictor variables of turnover intentions (personal factor, push factors, and pull factors). Analysis was based on descriptive and inferential based on examination of each hypothesis formulated for the research. All statistical test results were computed at the 2-tailed level of significance. The p-values of 5 percent were selected a priori for test of significance for multiple regression analysis.

4.2. Demographic characteristics of Respondents

Table below shows demographic characteristics of respondents in the GIZ organization

Table 1: Demographic characteristics of the respondents

Demographic characteristics of Respondents		Frequency	Percent
Sex	Male	43	58.9%
	Female	30	41.1 %
	Total	73	100%
Age	Less than 20 years old		
	21-30 years old	34	46.9%
	31-40 Years old	39	53.1%
	41-50 years old		
	50 and Above		
	Total	73	100%
Marital status	Single	38	52.1%
	Married	35	47.9%
	Divorced/Separated		

	Windowed		
	Total	73	100%
Educational Background	High school completed		
	College Diploma		
	Bachelor Degree	34	46.6%
	Masters Degree	39	53.4%
	Doctorate Degree		
	Total	73	100%
Service year	Less than 1 year	5	6.8%
	1-4 years	44	60.3%
	4-8years	24	32.9.6%
	More than 8 years		
	Total	73	100%
Salary	5000 birr and below		
	5001-7000 birr		
	7001-9000 birr		
	9001-11000 birr	15	20.5%
	>11,000 birr	58	79.5.%
	Total	73	100%
Position	Senior Staff	52	81.3
	Senior management	4	6.3
	Other	8	12.5
	Total	73	100%

Of the professional employees of GIZ who replied to the questionnaire, 58.9% of them were male and 41.1% were females. Majority of respondents age fall between 31 to 40 years which constitute 53.1% and the rest which comprise 46.6% lies between 21 to 30 years. 46.6% of the respondents are masters degree holder and 53.4% are bachelor degree holders.

Most of the respondents service year in the organisation lies between 1-4 years which comprise 60.3% and the rest 32.9% lies between 4- 8 year and less than one years is 6.8% . Of the respondents 26.7 %

get monthly salary ranging between 9001birr up to 11,000 birr and 73.4% of respondents salary is more than 11000.

4.3 Descriptive Statistics and Correlation Analysis

4.3.1 Employees intention to quit their job

Respondents were asked whether they have the intention to leave their organization or not within short period of time According to Table 2 below Respondents were asked if they would quit their job if they can find another job. Accordingly, 64% of them are willing to quit their job if such opportunities arise. When asked how often they think about leaving the organization, 53.4% of them indicated they often think to leave the organization. When they were asked about their intention to leave the organization by the next year, the vast majority (67.1%) are willing to leave the organization during the coming 12.

Table 2: Description Of Employee intention to leave

		Frequency	Percent	Cumulative Percent
As soon as I can find a better job I will quit this organization	Strongly disagree	6	8.2	8.2
	Disagree	9	12.3	20.5
	Neutral	11	15.1	35.6
	Agree	22	30.1	65.8
	Strongly Agree	25	34.2	100
	Total	73	100	
I often think about quitting my job	Disagree	3	4.1	4.1
	Neutral	31	42.5	46.6
	Agree	19	26	72.6
	Strongly Agree	20	27.4	100
	Total	73	100	

I intend to leave the organization within the next 12 months	Strongly disagree	6	8.2	8.2
	Disagree	21	28.8	37
	Neutral	15	20.5	57.5
	Agree	25	34.2	91.8
	Strongly Agree	6	8.2	100
	Total	73	100	
I will probably look for a new job next year	Disagree	12	16.4	16.4
	Neutral	12	16.4	32.9
	Agree	36	49.3	82.2
	Strongly Agree	13	17.8	100
	Total	73	100	

Source; own survey 2020

Table 3: Descriptive Statics

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Issues related to intention to quit	73	2	5	3.79	.912
Valid N (list wise)	73				

Table 4.3 Descriptive statistics about the respondents' intention to leave the organization. The overall mean of their intention to leave is found out to be 3.79 (SD=0.912). This indicates that employees have above moderate intention to leave the organization.

4.4 Factors causing employees to leave their job

Table 4. shows that causes employee to leave their job. Accordingly, 72 % of respondents will quit their job due to health related problems. Moreover, 69.9% of respondents will quit their job due to Family related problems. 42.2% of respondents will quit their job due to the difficulties

they have with the job. 68.5% of the respondents will quit their job due to unmet job expectation.47.9% of respondents are less likely to quit their job although their friend/relatives changing their jobs.46.6% of respondents are less likely to quit their job although their families are living in the area other than where the organization is located . 47.9% of survey respondents will not quit their job if unable to follow organization timing, rules and regulation.37% of the respondents are more likely to quit their job because they do not like the style/personality of their boss.62.5% of survey respondents are more likely to quit their job because they desire to learn a new skill

Table 4: Personal Factors Affecting Employee turnover intention

		Frequency	Percent	Cumulative Percent
Health problem will make me quit my job.	Strongly disagree	6	8.2	8.2
	Disagree	7	9.6	17.8
	Neutral	8	11	28.8
	Agree	26	35.6	64.4
	Strongly Agree	26	35.6	100
	Total	73	100	
<hr/>				
Family related problem will make me quit my job	Disagree	11	15.1	15.1
	Neutral	11	15.1	30.1
	Agree	28	38.4	68.5
	Strongly Agree	23	31.5	100
	Total	73	100	
<hr/>				
Having difficult job will make me quit my job	Strongly disagree	12	16.4	17.1

	Disagree	13	17.8	35.7
	Neutral	14	19.2	55.7
	Agree	14	19.2	75.7
	Strongly Agree	17	23.3	100
	Total	70	95.9	
Missing	System	3	4.1	
Total		73	100	
Job expectations not fulfilled by the organization or what I expected from my present job are not available, will encourage me to	Disagree	12	16.4	16.7
	Neutral	10	13.7	30.6
	Agree	28	38.4	69.4
	Strongly Agree	22	30.1	100
	Total	72	98.6	
Missing	System	1	1.4	
Total		73	100	
Wanting to have personal business or planning to open a new business will encourage me to quit	Strongly disagree	4	5.5	5.7
	Disagree	9	12.3	18.6
	Neutral	7	9.6	28.6
	Agree	24	32.9	62.9
	Strongly Agree	26	35.6	100
	Total	70	95.9	
Missing	System	3	4.1	
Total		73	100	
I intend to resign or quit because some of my friends/relatives are changing jobs	Strongly disagree	13	17.8	17.8
	Disagree	22	30.1	47.9

	Neutral	16	21.9	69.9
	Agree	16	21.9	91.8
	Strongly Agree	6	8.2	100
	Total	73	100	
I intend to resign or quit because I want to live with my family as my organization is located in other area	Strongly disagree	20	27.4	27.4
	Disagree	14	19.2	46.6
	Neutral	16	21.9	68.5
	Agree	19	26	94.5
	Strongly Agree	4	5.5	100
	Total	73	100	
I intend to resign or quit because I am unable to follow organization timing, rules and regulation	Strongly disagree	26	35.6	35.6
	Disagree	9	12.3	47.9
	Neutral	9	12.3	60.3
	Agree	22	30.1	90.4
	Strongly Agree	7	9.6	100
	Total	73	100	
I intend to resign or quit because I do not like the style/personality of my boss	Strongly disagree	9	12.3	12.3
	Disagree	17	23.3	35.6
	Neutral	20	27.4	63
	Agree	20	27.4	90.4
	Strongly Agree	7	9.6	100
	Total	73	100	

I intend to resign or quit because I desire to learn a new skill	Strongly disagree	8	11	11
	Disagree	9	12.3	23.3
	Neutral	10	13.7	37
	Agree	31	42.5	79.5
	Strongly Agree	15	20.5	100
	Total	73	100	

Source; own survey 2020

Table 5: Descriptive statistics of personal factors affecting employee turnover

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Personal Factors affecting employee turnover	73	1	5	3.59	.984
Valid N (list wise)	73				

From the descriptive statistics resulted in the above table, the mean of personal factors that affect employee turnover is 3.59. this implies that survey respondents likely to quit their job due to personal factors.

4.5 Push (internal) factors affecting employee

Employees of this study Respondants were asked as regards their present conditions about leaving the recent organization or not; initially, respondents were asked but they have intention to leave from GIZ within a shorter a short time of instance. This implies out of 17 questions 9- questions is agreed, 7- disagreed and 1is neutral therefore from respondents where, one can deduce about the push of internal factors affecting employees for turnover According to Table below factors Push (internal) factors affecting employee to leave their job,

76.7% the employee is agree the way of the organization lead by a top management is unfair ,61.7% is Agreed on there is no participation in decision making processes, 60.2% is agree about the total benefits package not satisfactory and it's not meet their needs package, 50.7% disagree according to the fringe benefit given by the organization is less ,48% disagree the security of their present job 45.2%)disagree the size of the organization is small , 57.6% agree the working environment is not good and conductive, 42.1% disagree according to their current job is not fit with their current status, 58.9% disagree miss mach between job and employment in the organization ,

Table 6:Internal (Push) Factors affecting Employee Turnover

		Frequency	Percent	Cumulative Percent
The way the organization is being led by top management is unfair	Strongly disagree	1	1.4	1.4
	Disagree	8	11.0	12.3
	Neutral	8	11.0	23.3
	Agree	45	61.6	84.9
	Strongly Agree	11	15.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
There is no participation of employees in decision making process	Disagree	11	15.1	15.1
	Neutral	17	23.3	38.4
	Agree	34	46.6	84.9
	Strongly Agree	11	15.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The organization's total benefit packages are not satisfactory and meet my needs	Strongly disagree	7	9.6	9.6

	Disagree	6	8.2	17.8
	Neutral	16	21.9	39.7
	Agree	32	43.8	83.6
	Strongly Agree	12	16.4	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main internal factor that pushes me to leave my present job is because fringe benefits are less	Disagree	17	23.3	23.3
	Neutral	20	27.4	50.7
	Agree	24	32.9	83.6
	Strongly Agree	12	16.4	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main internal factor that pushes me to leave my present job is because my job is not secure	Strongly disagree	14	19.2	19.2
	Disagree	10	13.7	32.9
	Neutral	14	19.2	52.1
	Agree	31	42.5	94.5
	Strongly Agree	4	5.5	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main internal factor that pushes me to leave my present job is because size of the present organization is small	Strongly disagree	25	34.2	34.2
	Disagree	5	6.8	41.1
	Neutral	10	13.7	54.8
	Agree	28	38.4	93.2
	Strongly Agree	5	6.8	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent

The main internal factor that pushes me to leave my present job is because working environment is not good or conducive	Strongly disagree	14	19.2	19.2
	Disagree	10	13.7	32.9
	Neutral	7	9.6	42.5
	Agree	31	42.5	84.9
	Strongly Agree	11	15.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main internal factor that pushes me to leave my present job is because my current job is not fit with my status and satisfied me	Strongly disagree	6	8.2	8.2
	Disagree	15	20.5	28.8
	Neutral	14	19.2	47.9
	Agree	27	37.0	84.9
	Strongly Agree	11	15.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
There is a miss match between jobs and employees in the organization.	Strongly disagree	6	8.2	8.2
	Disagree	10	13.7	21.9
	Neutral	14	19.2	41.1
	Agree	30	41.1	82.2
	Strongly Agree	13	17.8	100.0
	Total	73	100.0	

Description of Push (internal) factors affecting employee

Factors Push (internal) factors affecting employee to leave

According to table below shows that majority of the respondents or 60.3% are agreed on lack of motivational and reward for good work performance of employee from management on their organization, 67.2% Agree lack of recognition for the accomplishment of job, 79.4% agree

little opportunity for promotion and development or career advancement , 79.4% Agree lack of freedom and interference of boss on the activities they perform, 61.7% disagree in the miss match of paper work or more office load, 45.2% disagree the job not give of enough time or the work makes more tired to enjoy with their families ,47.9% agree fairness and justice in the current job,67.2% agree about the salary is not satisfying them and 43.8 disagree the poor relationship between works and supervisors,45.2%disagree lack of necessary equipment and tools to facilitate in the organization,38.4% Neutral rules and procedures makes doing job difficult, 50.7agree they are fairly compensated for the work they perform,45.2% agree about adequate planning of corporate objective ,41% Agree work assignment are not fully expanded,45.2% disagree the job they perform more tedious,46.5% disagree the feelings of their duties and job responsibilities are not clear ,43.8% disagree supervisor is unfair ,43.8% disagree the lack of communication in the organization ,Of the respondents 14 of the group variables for push(internal) factors are disagreed, the only response for neutral is one and 12 responses of the group variables out of 27 are agreed. the count for agreed and disagreed of the push internal factors for affecting the intentions almost equal number of respondents selected agreed and disagreed ,this implies the respondents for disagreed much more than agreed. The intention for leaving the job might not be the internal pushing factors ,so this group of variables affects weakly the turnover of employees.

		Frequency	Percent	Cumulative Percent
There is lack of motivation and reward for good work or performance of employees from management	Strongly disagree	5	6.8	6.8
	Disagree	9	12.3	19.2

	Neutral	15	20.5	39.7
	Agree	36	49.3	89.0
	Strongly Agree	8	11.0	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
There is lack of recognition for the accomplishment of my work	Strongly disagree	1	1.4	1.4
	Disagree	10	13.7	15.1
	Neutral	13	17.8	32.9
	Agree	41	56.2	89.0
	Strongly Agree	8	11.0	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
There are little opportunities for promotion and development or career advancement	Disagree	3	4.1	4.1
	Neutral	12	16.4	20.5
	Agree	42	57.5	78.1
	Strongly Agree	16	21.9	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
Lack of freedom in present organization and	Disagree	5	6.8	6.8

interference of boss in my activities	Neutral	10	13.7	20.5
	Agree	46	63.0	83.6
	Strongly Agree	12	16.4	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
I have too much paperwork or more office work load	Strongly disagree	4	5.5	5.5
	Disagree	10	13.7	19.2
	Neutral	14	19.2	38.4
	Agree	37	50.7	89.0
	Strongly Agree	8	11.0	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
Because my job does not give me enough time for my family or my work makes me too tired to enjoy family life	Strongly disagree	15	20.5	20.5
	Disagree	11	15.1	35.6
	Neutral	14	19.2	54.8
	Agree	27	37.0	91.8
	Strongly Agree	6	8.2	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent

Because there is no fairness/justice in organization or there is discrimination based on gender, race or on any other bases	Strongly disagree	10	13.7	13.7
	Disagree	15	20.5	34.2
	Neutral	15	20.5	54.8
	Agree	21	28.8	83.6
	Strongly Agree	12	16.4	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
Because my present salary is not satisfying and less to the work I perform	Strongly disagree	6	8.2	8.2
	Disagree	5	6.8	15.1
	Neutral	13	17.8	32.9
	Agree	38	52.1	84.9
	Strongly Agree	11	15.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
Because of poor relationship with my co-workers and supervisor and conflict among employees	Strongly disagree	20	27.4	27.4
	Disagree	12	16.4	43.8
	Neutral	18	24.7	68.5
	Agree	22	30.1	98.6
	Strongly Agree	1	1.4	100.0
	Total	73	100.0	

		Frequency	Percent	Cumulative Percent
Lack of necessary equipment and tools to facilitate my job	Strongly disagree	3	4.1	4.1
	Disagree	30	41.1	45.2
	Neutral	19	26.0	71.2
	Agree	4	5.5	76.7
	Strongly Agree	17	23.3	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
Many of organization's rules and procedures make doing a good job difficult	Strongly disagree	1	1.4	1.4
	Disagree	20	27.4	28.8
	Neutral	28	38.4	67.1
	Agree	14	19.2	86.3
	Strongly Agree	10	13.7	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
I feel I am fairly compensated for the work I do or perform	Strongly disagree	7	9.6	9.6
	Disagree	6	8.2	17.8
	Neutral	23	31.5	49.3
	Agree	27	37.0	86.3

	Strongly Agree	10	13.7	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
There is adequate planning of corporate objectives	Strongly disagree	11	15.1	15.3
	Disagree	5	6.8	22.2
	Neutral	23	31.5	54.2
	Agree	16	21.9	76.4
	Strongly Agree	17	23.3	100.0
	Total	72	98.6	
Missing	System	1	1.4	
Total		73	100.0	
		Frequency	Percent	Cumulative Percent
Work assignments are not fully explained and the available instructions related with the job remain unclear and insufficient	Strongly disagree	1	1.4	1.4
	Disagree	19	26.0	27.4
	Neutral	23	31.5	58.9
	Agree	15	20.5	79.5
	Strongly Agree	15	20.5	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent

The job that I do consists of a more routine task which is tedious and boredom or my job is not enjoyable	Strongly disagree	6	8.2	8.2
	Disagree	16	21.9	30.1
	Neutral	18	24.7	54.8
	Agree	14	19.2	74.0
	Strongly Agree	19	26.0	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
I sometimes feel my job is meaningless or my job responsibilities are not clear to me	Strongly disagree	18	24.7	24.7
	Disagree	9	12.3	37.0
	Neutral	12	16.4	53.4
	Agree	15	20.5	74.0
	Strongly Agree	19	26.0	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
My supervisor is unfair to me or shows too little interest in the feelings of subordinates	Strongly disagree	22	30.1	31.0
	Disagree	10	13.7	45.1
	Neutral	20	27.4	73.2
	Agree	7	9.6	83.1
	Strongly Agree	12	16.4	100.0
	Total	71	97.3	

Missing	System	2	2.7	
Total		73	100.0	
		Frequency	Percent	Cumulative Percent
I often feel that I do not know what is going on with the organization or lack of communication in the organization	Strongly disagree	7	9.6	9.6
	Disagree	25	34.2	43.8
	Neutral	22	30.1	74.0
	Agree	12	16.4	90.4
	Strongly Agree	7	9.6	100.0
	Total	73	100.0	

Table 7: Descriptive Statistics of internal factors

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Push (internal) factors affecting employee	7 3	2	5	3.70	.739
Valid N (list wise)	7 3				

The above descriptive statistics shows the mean push (internal) factors affecting turnover intentions. Accordingly, the mean value is 3.7, indicating that survey respondents are likely to quit their job due to push or internal factors.

4.6 Pull (External) factors affecting employee turnover

Table 8: Pull (External) factors affecting Employee turnover

		Frequency	Percent	Cumulative Percent
Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encouraged me to quit my job	Strongly disagree	12	16.4	16.4
	Disagree	1	1.4	17.8
	Neutral	16	21.9	39.7
	Agree	26	35.6	75.3
	Strongly Agree	18	24.7	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is competing organizations provide better working conditions	Disagree	3	4.1	4.1
	Neutral	5	6.8	11.0
	Agree	39	53.4	64.4
	Strongly Agree	26	35.6	100.0
	Total	73	100.0	
			Frequency	Percent
The main external factor that attracts me to switch to a new job is better job security in other organizations	Strongly disagree	5	6.8	6.8
	Disagree	10	13.7	20.5
	Neutral	6	8.2	28.8
	Agree	30	41.1	69.9
	Strongly Agree	22	30.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent

The main external factor that attracts me to switch to a new job is more freedom and autonomy in other organizations	Disagree	5	6.8	6.8
	Neutral	25	34.2	41.1
	Agree	32	43.8	84.9
	Strongly Agree	11	15.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is good organization culture and support manifested in other organization	Disagree	9	12.3	12.3
	Neutral	28	38.4	50.7
	Agree	14	19.2	69.9
	Strongly Agree	22	30.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is availability of better life-work balance or less work load in other organization	Disagree	18	24.7	24.7
	Neutral	12	16.4	41.1
	Agree	25	34.2	75.3
	Strongly Agree	18	24.7	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organization	Strongly disagree	1	1.4	1.5
	Neutral	13	17.8	21.5
	Agree	26	35.6	61.5
	Strongly Agree	25	34.2	100.0
	Total	65	89.0	
Missing	System	8	11.0	
Total		73	100.0	

		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is the good reputation of other organization.	Strongly disagree	3	4.1	4.2
	Disagree	5	6.8	11.1
	Neutral	12	16.4	27.8
	Agree	22	30.1	58.3
	Strongly Agree	30	41.1	100.0
	Total	72	98.6	
	Missing System	1	1.4	
Missing Total	73	100.0		
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is availability of higher education opportunities	Strongly disagree	5	6.8	6.8
	Disagree	10	13.7	20.5
	Neutral	10	13.7	34.2
	Agree	41	56.2	90.4
	Strongly Agree	7	9.6	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is more respect and values or recognition in other organizations	Disagree	3	4.1	4.1
	Neutral	12	16.4	20.5
	Agree	32	43.8	64.4
	Strongly Agree	26	35.6	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
If I search for an alternative job within a year, there are high chances I can get an	Disagree	4	5.5	5.6
	Neutral	16	21.9	27.8

acceptable job to my post or status	Agree	40	54.8	83.3
	Strongly Agree	12	16.4	100.0
	Agree			
	Total	72	98.6	
	Missing System	1	1.4	
Missing Total		73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is the location of organization in good region /city	Strongly disagree	8	11.0	11.1
	Disagree	12	16.4	27.8
	Neutral	16	21.9	50.0
	Agree	10	13.7	63.9
	Strongly Agree	26	35.6	100.0
	Agree			
	Total	72	98.6	
Missing System	1	1.4		
Missing Total		73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is more financial benefits and better opportunities outside	Disagree	10	13.7	13.7
	Neutral	18	24.7	38.4
	Agree	28	38.4	76.7
	Strongly Agree	17	23.3	100.0
	Agree			
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
Q51 The main external factor that attracts me to switch to a new job is to look for new challenge and interesting work	Disagree	18	24.7	24.7
	Neutral	19	26.0	50.7
	Agree	19	26.0	76.7
	Strongly Agree	17	23.3	100.0
	Agree			
Total	73	100.0		

		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is the need for better career advancement and good boss	Disagree	16	21.9	21.9
	Neutral	16	21.9	43.8
	Agree	19	26.0	69.9
	Strongly Agree	22	30.1	100.0
	Total	73	100.0	
		Frequency	Percent	Cumulative Percent
The main external factor that attracts me to switch to a new job is availability of good education for children	Disagree	12	16.4	16.7
	Neutral	7	9.6	26.4
	Agree	37	50.7	77.8
	Strongly Agree	16	21.9	100.0
	Total	72	98.6	
Missing	System	1	1.4	
Total		73	100.0	

Table 9: Descriptive statistics of Pull Factors

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Pull (External) factors affecting employee turnover	73	3	5	4.10	.730
Valid N (list wise)	73				

According to Table above Pull (External) factors affecting employee to leave their job, Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encouraged me to quit my job 58.3% Agree The main external factor that attracts me to switch to a new job is competing organizations provide better working

conditions, 89% Agree a new job is better job security in other organizations, 71.2% agree, freedom and autonomy in other organizations, 50.7% disagree good organization culture and support manifested in other organization 59.9% agree availability of better life-work balance or less work load in other organization 69.8% agree high salary and benefit packages offered in the market or other organization, 71.2% agree the good reputation of other organization, 65.8% agree The availability of higher education opportunities, 79.4% agree more respect and values or recognition in other organizations, 70.2% agree alternative job within a year, there are high chances acceptable job to my post or status, 49.3% agree the location of organization in good region /city, 61.7% agree financial benefits and better opportunities outside, 50.7% disagree, look for new challenge and interesting work, 56.1% Agree need for better career advancement and good boss, 72.6% agree availability of good education for children, The respondents external factors for affecting intentions of employees turnover, the count for agree, disagree and neutrals are as the followings: -13 agree, and 2 disagree. The implication from the count of 15 questions as the group variables for affecting the intentions for turnover agreed implies the respondents for the group of variables of push external factors are the affecting factors for turnover intentions of employees.

The above table shows descriptive statistics of pull of external factors affecting turnover intention. The mean score of 4.10 indicate that survey respondents are more likely to quit their job due to external or pull factors such as the labour market

4.7. Reliability of the data

Before proceeding to further analysis, the researcher has checked the reliability of the data gathered via questionnaire. As shown in table 4.12, the Cronbach alpha coefficient for 57 measurement scales used to measure the factors affecting employee turnover is calculated to be 0.828. This value is above the minimum reliability threshold in social sciences (0.70) and hence the measurement scales can be said reliable.

Table 10: Reliability Statics

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.828	.829	57

Reliability (Cronbach alpha) test

4.8 Correlation Analysis among Variables of the Study

Table 4.11 shows the Pearson correlation coefficients of the predictor variables of turnover intentions. The correlation analysis is done in pursuit of testing if there is any relationship between each of the mentioned independent variable (factors affecting employee turnover) and dependent variable (turnover intention). There is no statistically significant correlation between personal factors and intention to leave ($r=0.142, p>0.05$). However, there is a positive correlation between pull (external) factors and intention to leave ($r=0.635, p<0.05$) another words become more attractive turnover intention will also increases. Similarly there is positive factors affecting turnover and intention to leave ($r=0.257, p<0.01$).

Table 11: Result of correlation Analysis

Correlations					
		Issues related to intention to quit	Personal Factors affecting employee turnover	Push (internal) factors affecting employee	Pull (External) factors affecting employee turnover
Issues related to intention to quit	Pearson Correlation	1			
	Sig. (2-tailed)				

personal Factors affecting employee turnover intention to	Pearson Correlation	-.142	1		
	Sig. (2-tailed)	.231			
Push (internal) factors affecting employee	Pearson Correlation	.257*	.324**	1	
	Sig. (2-tailed)	.028	.005		
Pull (External) factors affecting employee turnover	Pearson Correlation	.635**	-.235*	.286*	1
	Sig. (2-tailed)	.000	.046	.014	
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

4.8.1 Significance of the factors for Intentions of turnover

Table 12: T-Test

One-Sample Test						
	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Issues related to intention to quit	35.539	72	.000	3.795	3.58	4.01
Sex	24.334	72	.000	1.411	1.30	1.53
Age	41.944	72	.000	2.466	2.35	2.58
marital status	25.128	72	.000	1.479	1.36	1.60

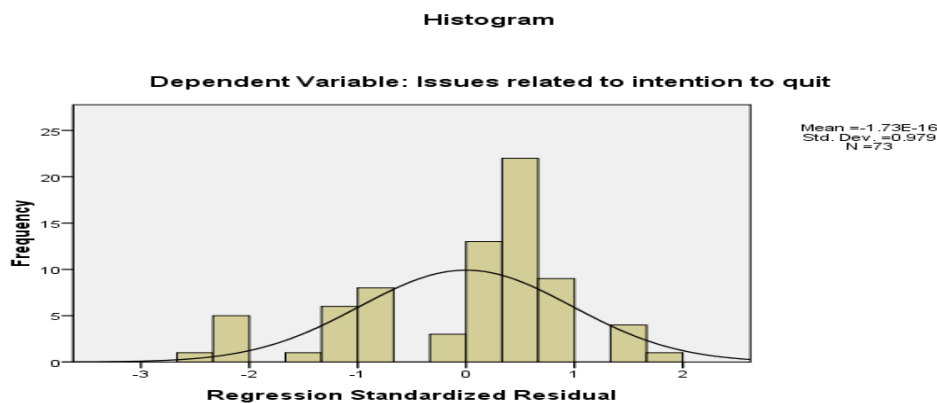
level of education	60.119	72	.000	3.534	3.42	3.65
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On the above table one sample t-test, the control variables against the dependent variable the employee turnover intention, one can deduce about the t-test that the control variables are significant because Sig. (2-tailed) value is .000 which is below 0.05, however for censuses data the other measuring instruments to check the data distribution over the studied population doesn't give sense because the over total population were under this study investigation.

4.9 Basic assumptions of regression analysis

The normality of the graph shows that the censuses data of GIZ Addis Ababa office can be the sample for the rest of GIZ office in the local cortices offices so that the curve of normality can be deduced as it is sample represents the population ,however there certain out lyres that could be out of the sample.

Conserving multi correlation the correlation coefficients between independent variable as shown in the correlation matrix table ,there is no significant correlation among independent variable so that if there is Homoscedasticity as there is correlation among independent variables but there is no munity conerrality ,this test helps to drop certain independent variable if they have correlation among independent variable, however we don't have independent variable that we are going to drop due to multicolenraety.



The Multi-co linearity of the predicted variables shown, that the correlation among independent variables should not exist ,if multicollinearity existed then independent variable couldn't be no more independent variables, the result showed multicollinearity so not homoscedasticity in regression analysis

4.10 Regression analysis

Table 13:Model Summary

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.641 ^a	.410	.385	.716

A. Predictors: (Constant), Pull (External) factors affecting employee turnover , Personal Factors affecting employee turnover , Push (internal) factors affecting employee

B. Dependent Variable: Issues related to intention to quit

ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	24.590	3	8.197	16.009	.000 ^a
	Residual	35.328	69	.512		
	Total	59.918	72			

a. Predictors: (Constant), Pull (External) factors affecting employee turnover , Personal Factors affecting employee turnover , Push (internal) factors affecting employee

b. Dependent Variable: Issues related to intention to quit

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.390	.658		.593	.555
	Personal Factors affecting employee turnover	-.030	.097	-.032	-.305	.761
	Push (internal) factors affecting employee	.118	.131	.096	.900	.371
	Pull (External) factors affecting employee turnover	.751	.129	.600	5.803	.000

a. Dependent Variable: Issues related to intention to quit

The regression results of the predictors group of variable as stated in the study ,that implies from regression model r-squared result showed 41.0% of the value indicate the predictors could explain the output which is the intention of turnover of employee could be explained by 41% of the respondent or predictors predict 40% the dependent variables

From the graph of p-p-plot we can deduce that the predictors forecasts the predicted variables which is intention for turnover of employee. this can be seen the linearity of the predicted variable can clearly shown on the depicted graph .

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Issues related to intention to quit

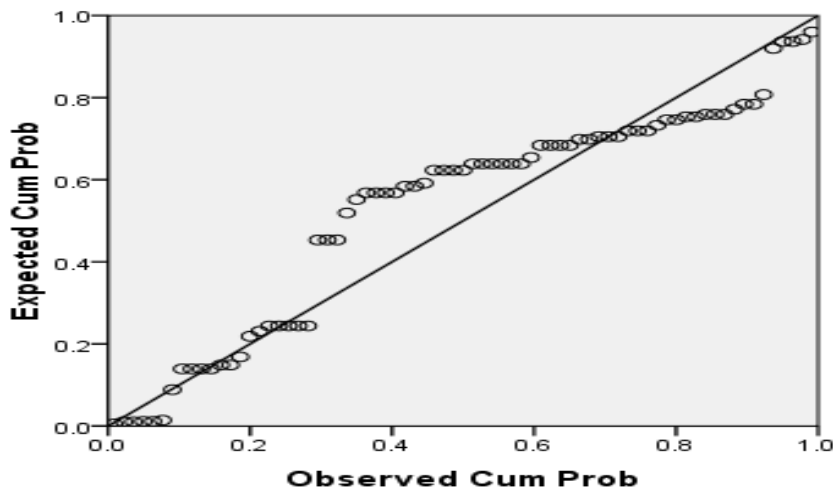


Figure 1 p-p plot of regression standard residual

Table 14:Hypothesis test

Coefficients ^a						
Model		Un standardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.390	.658		.593	.555
	Personal Factors affecting employee turnover	-.030	.097	-.032	-.305	.044
	Push (internal) factors affecting employee	.118	.131	.096	.900	.037
	Pull (External) factors affecting employee turnover	.751	.129	.600	5.803	.000
a. Dependent Variable: Issues related to intention to quit						

Personal factors affecting employee turnover is negatively correlated and significant with p=value less than 0.05 (p=0.044 <0.05), push (internal) factors affecting employee is positively correlated and significant with the p value less than 0.05(p=0.037<0.05), and pull (External) factors affecting employee turnover is positively correlated and significant with p-value less than 0.05(p=0.000<.05)

The summary of the hypothesis test for the three groups of variables as indicated in the correlation coefficients in the above tables and the correlation coefficients on the three group of variable with the dependent variables of intentions of turnover of the employees (table 4.5) showed they are correlated and significant, this proved from the correlation coefficients and alpha value as indicted in the regression correlation matrix (table 4.16), However the selected sub variables also in the sub topics of 4.1 clearly seen that, health, salary, ,personal business work load and education are the negative effects on turnover of employees and they are the significant and affecting negatively the turnovers

Analysis of the qualitative data collected from interviewees

Qualitative data obtained from GIZ Human resource manager using structured interview questioner showed, employee turnover rate is graded as moderate problem to the organization and the major reason according to the HR manager being for better salary though detailed exit interview is not a practice in the organization where this could be an entry point to know additional reason for the turnover.

The organisation has adopted some strategy to reduce employee turnover by offering flexible working hrs. encourage to have home working environment(mobile working),arrange annual or semi-annual discussion between the employees and the supervisor last but not least provides personal and carrier development trainings. The organisation does equal treatment of employees with regard to promotion and or transfer opportunities.

All employees undergo training before they join the organization and onsite training which is carried out by training development specialist.

Organization also conduct study on other similar organizations to compare the salary and other benefits of the employees to implement positive retention mechanisms to reduce employee turnover which is usually carried by external service provider.

4.12 Discussion

The study was undertaken to assess the factors affecting professional employees turnover intention in GIZ company Addis Ababa Ethiopia. The result of the study showed that turnover intention is affected by

Personal Factors

This study identify the personal factors were not significantly causes of turnover intention of employees in GIZ company.($p=0.00$)

Internal (push) Factor

This study also disclose the following internal (push) factors which are the factors for professional employee turnover intent in GIZ company. among the variables listed; frequently mentioned push factors by employees of the organization's of interest are total benefit packages are not satisfactory , fringe benefits are less, not enough time for my family , no flexible working hours which compromise time to be spent with family, salary is not satisfying and good number of the employee mentioned the work they do is more routine which is tedious and boredom or is not enjoyable,

External (pull)

This study also identify the following external (pull) factors listed; better working conditions provided by competing organization and availability of better life-work balance or less work load because everyone need to enjoy their family life. Well reputation of the other organization in the industry or market and more respect and values or recognition manifested in other organization, in every organization the friendly working environment or good interpersonal relation among employees. The availability of acceptable jobs which fit with their status or areas of expertise, more financial benefits and other better opportunity as well as the availability of new challenging and interesting work in the market are the major pull factors identified by the current study in GIZ organisation Addis Ababa Ethiopia.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The study was conducted to analyze the determinants of turnover intention at of German Society for International Cooperation (GIZ) company, Addis Ababa, Ethiopia The research used explanatory research design in order to answer the stated objectives. 75 respondents were contacted using close ended structured questionnaires and open ended too . Both correlation and regression analysis were performed in order to test the effect of the anticipated variables on intention of job turnover. The summary of the findings, conclusions arrived as a result of the findings, and recommendations forwarded are presented below.

The three group of independent variables are tested and showed as the flowing:-

- Employees Issues related to intention to quit 3.79 (SD=0.912)
- **Factors causing employees to leave their job** turnover mean value is (3.59) ,the mean
- **Push (internal) factors affecting employee** the mean value is 3.7 ,the mean value correspondingly related to the response of the coded ordinal value label Agree,
- **Pull (External) factors affecting employee turnover** mean value of the group is 4.10 so The results of the correlation analysis show that employee intention to quite their current job
- The correlation coefficients of personal Factors affecting employee is (-0.142) factors of employee is negatively corralled and significant
- The correlation coefficients of Pull (External) factors affecting correlated positively and significant

- The correlation coefficients of pull external factors increase, and the coefficients of Push (internal) factors affecting employee also positively correlated but weakly correlation is with the turnover intentions of employees.
- All the group independent variables alpha is below 0.05 means the factors are significant

The hypothesis test.:-

- Hypothesis 1: Personal factors affect professional employee turnover intention negatively affected and significant.
- Hypothesis 2: Push factors affect professional employee turnover intention negatively affected and significant
- Hypothesis 3: Pull factors affect professional employee's turnover intention negatively affects and significant.

5.2 Conclusion

Due to globalization heightening competition and advancement of labor market, organizations were losing much of its employees from time to time. There are several reasons why people quit or move from one organization to another but the factors are closely related push, pull and personal factors . This study also undertaken in-depth analysis on the factors of turnover intentions and found out that the main significant factors contributed to the respondents intention to resign or quit the organization are external (pull) factors.

In conclusion, this study has assessed what factor causes to leave a job. Specifically, the researcher found out factors for turnover intentions of employee of GIZ are mainly the job opportunity in the labour market for better salary, working condition in relation to the workload and satisfaction of the job they have done comparing to other companies. It also found personal factors like health condition with family problem coupled with personal business and looking for new skills are major personal factors

pointed out in this study. The organisation inequality in the management and lack of participation employees in major decisions by the management are also major push factor for intention turnover in GIZ organisation.

5.3 Recommendation

The researcher believes that the findings of this study will create a good awareness to the management of the organization on how to reduce turnover intention.

Based on the findings of the study the researcher forwards the following recommendation

- The HR department is recommended to perform exit interview after employees finish the procedure of termination An exit interview is likely the most valuable place to get honest employee criticism as it comes from someone who is no longer afraid that it will affect their employment status. in addition to enhancing current
- GIZ management is recommended to look in to the labour market by overlooking different vacancy notices relevant to the job in GIZ
- The routine job effects be realised when the employees are bored, the company is advisable to engage employees in different triggering activates like tour, sport, award upgrade bonus investment facility ,and get feedback and make the employees are important.
- However, based on this study, among the main influencer that makes the professional employees intention turnover, salary takes a considerable share, thus the organization should look its practice well and improve its system by adjusting salary as one of its top priority.

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Appendix



ST MAR'S UNIVERSTITY

SCHOOL OF GRADUATES

PROGRAM OF MASTERS OF BUSINESS ADMINISTRATION (MBA)

Questionnaire survey

Dear survey respondents,

This study is conducted in partial fulfilment for the Masters of Business Administration (MBA) in St Mary's University. The study is entitled “Assessment of the factors affecting professional employee Turnover Intention: The case of German Society for International Cooperation (GIZ) company, Addis Ababa, Ethiopia.” Questionnaire survey is conducted to gather pertinent data for the study. The questionnaire is organized into three parts. Part one includes general or biographic questions about survey respondents. Part two consists of questions to assess the factors (personal, internal and external) affecting professional employee turnover in the organization. Part three assesses employees’ intention to quit their job. This study is conducted only for academic purpose and the information you provide will remain confidential. Hence, you are not required to write your name, contact address and other personal information. Therefore, fell free to give your honest answer to the stated questions (open and close-ended questions). The survey will take 25 minutes to complete. Thank you very much for your willingness to participate in this survey by sparing your precious time.

Thank you!

Helen G/Ananiya

helugebreananiya@gmail.com

Section.1 General (biographic) Information

The following are questions related to the biography of survey respondents. Please encircle on the appropriate choice of your interest from the given alternatives.

1. Could you please specify your gender?
 - A. Male
 - B. Female

2. Could you please specify your age?
 - A. Less than 20 years old
 - B. 21-30 years old
 - C. 31-40 years old
 - D. 41-50 years old
 - E. 50 and above

3. Could you please specify your marital status?
 - A. Single
 - B. Married
 - C. Divorced
 - D. Widowed

4. Please choose your level of education from the given alternatives.
 - A. High school Completed
 - B. College Diploma
 - C. Bachelor Degree
 - D. Master's Degree
 - E. Doctorate Degree _____

5. length of service years in GIZ company
- A. Less than 1 years
 - B. 1 .1-4 years
 - C. 4.1-8 years
 - D. More than 8years
6. What is your current position in this company?
- A. Senior staff
 - B. Senior Management
 - C. Board of director
 - D. Other please Specify_____
7. Could you please indicate your monthly income from the given options?
- A. < 3000 birr
 - B. 3000 – 5000 birr
 - C. 5001 – 7000 birr
 - D. 7001 – 9000 birr
 - E. 9001–11,000 birr
 - F. > 11,000 birr
8. Could you please mention your working department in this company?
- _____

SECTION 2: Factors causing employees to leave their job

This section is intended to measure the factors causing employees to resign or leave their job. The following are the list of personal factors that cause employees to resign or quit their job .Please indicate

the extent to which you agree or disagree with the statements using a five point Likert scale where 1=strongly disagree, 2 disagree, 3=Neutral, 4= Agree, 5= Strongly Agree

Table Q1: Personal Factors affecting employee turnover

No	Measurement items	1	2	3	4	5
1	Health problem will make me quit my job.					
2	Family related problem will make me quit my job					
3	Having difficult job will make me quit my job					
4	Job expectations not fulfilled by the organization or what I expected from my present job are not available, will encourage me to quit					
5	Wanting to have personal business or planning to open a new business will encourage me to quit					
6	I intend to resign or quit because some of my friends/relatives are changing jobs					
7	I intend to resign or quit because I want to live with my family as my organization is located in other area					
8	I intend to resign or quit because I am unable to follow organization timing, rules and regulation					
9	I intend to resign or quit because I do not like the style/personality of my boss					
10	I intend to resign or quit because I desire to learn a new skill					

Table Q2: Push (internal) factors affecting employee

The following are the list of internal factors that push employees to resign or quit their job. Please indicate the extent to which you agree or disagree with the statements using a five point Likert scale where 1=strongly disagree, 2 disagree, 3=Neutral, 4= Agree, 5= Strongly Agree. Please put a tick mark (✓) on the space provided to indicate your answers.

N_o	Measurement items	1	2	3	4	5
1	The way the organization is being led by top management is unfair					
2	There is no participation of employees in decision making process					
3	The organization's total benefit packages are not satisfactory and meet my needs					
4	The main internal factor that pushes me to leave my present job is because fringe benefits are less					
5	The main internal factor that pushes me to leave my present job is because my job is not secure					
6	The main internal factor that pushes me to leave my present job is because size of the present organization is small					
7	The main internal factor that pushes me to leave my present job is because working environment is not good or conducive					
8	The main internal factor that pushes me to leave my present job is because my current job is not fit with my status and satisfied me					
9	There is a miss match between jobs and employees in the organization.					
10	There is lack of motivation and reward for good work or					

	performance of employees from management					
11	There is lack of recognition for the accomplishment of my work					
12	There are little opportunities for promotion and development or career advancement					
13	Lack of freedom in present organization and interference of boss in my activities					
14	I have too much paperwork or more office work load					
15	Because my job does not give me enough time for my family or my work makes me too tired to enjoy family life					
16	Because there is no fairness/justice in organization or there is discrimination based on gender, race or on any other bases					
17	Because my present salary is not satisfying and less to the work I perform					
18	Because of poor relationship with my co- workers and supervisor and conflict among employees					
19	Lack of necessary equipment and tools to facilitate my job					
20	Many of organization's rules and procedures make doing a good job difficult					
21	I feel I am fairly compensated for the work I do or perform					
22	There is adequate planning of corporate objectives					
23	Work assignments are not fully explained and the available instructions related with the job remain unclear and insufficient					
24	The job that I do consists of a more routine task which is					

	tedious and boredom or my job is not enjoyable					
25	I sometimes feel my job is meaningless or my job responsibilities are not clear to me					
26	My supervisor is supervisor is unfair to me or shows too little interest in the feelings of subordinates					
27	I often feel that I do not know what is going on with the organization or lack of communication in the organization					

Table Q3: Pull (External) factors affecting employee turnover

The following are the list of external factors that attract (pull) employees to resign or quit their job. Please indicate the extent to which you agree or disagree with the statements using a five point Likert scale where 1=strongly disagree, 2 disagree, 3=Neutral, 4= Agree, 5= Strongly Agree. Please put a tick mark (✓) on the space provided to indicate your answers.

No	Measurement items	1	2	3	4	5
1	Perceived alternative employment opportunities and accessibility of other jobs in the area of my expertise in the market will encourage me to quit my job					
2	The main external factor that attracts me to switch to a new job is competing organizations provide better working conditions					
3	The main external factor that attracts me to switch to a new job is better job security in other organizations					
4	The main external factor that attracts me to switch to a new job is more freedom and autonomy in other organizations					
5	The main external factor that attracts me to switch to a new					

	job is good organization culture and support manifested in other organizations					
6	The main external factor that attracts me to switch to a new job is availability of better life-work balance or less work load in other organizations					
7	The main external factor that attracts me to switch to a new job is high salary and benefit packages offered in the market or other organizations					
8	The main external factor that attracts me to switch to a new job is the good reputation of other organization.					
9	The main external factor that attracts me to switch to a new job is availability of higher education opportunities					
10	The main external factor that attracts me to switch to a new job is more respect and values or recognition in other organizations					
11	If I search for an alternative job within a year, there are high chances I can get an acceptable job to my post or status					
12	The main external factor that attracts me to switch to a new job is the location of organization in good region /city					
13	The main external factor that attracts me to switch to a new job is more financial benefits and better opportunities outside					
14	The main external factor that attracts me to switch to a new job is to look for new challenge and interesting work					

15	The main external factor that attracts me to switch to a new job is the need for better career advancement and good boss					
16	The main external factor that attracts me to switch to a new job is availability of good education for children					

Section 3: Issues related to intention to quit

The following are the list of statements designed to measure your intention to quit your job or leave your current organization. Please indicate the extent to which you agree or disagree with the statements using a five point Likert scale where 1=strongly disagree, 2 disagree, 3=Neutral, 4= Agree, 5= Strongly Agree. Please put a tick mark (✓) on the space provided to indicate your answers.

No	Measurement items	1	2	3	4	5
1	As soon as I can find a better job I will quit this organization					
2	I often think about quitting my job					
3	I intend to leave the organization within the next 12 months					
4	I will probably look for a new job next year					

Q4. What would you suggest or recommend to reduce turnover problem in this organization?



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SCHOOL OF GRADUATES

PROGRAM OF MASTERS OF BUSINESS ADMINISTRATION (MBA)

Appendix 2 – Interview Question

Interview questions to management (HR manager)

1. Do you feel that employee turnover is a serious problem in this organization?
2. Do you make an exit interview when employees leave the organization?
3. Could you please explain the reason why professional employees are leaving the organization?
4. Does the organization treat all employees equally for any promotion or transfer opportunities that might arise?
5. Do you have training and development program/plan?
6. Do you have a strategy to manage employee turnover in your organization?
7. What actions do you take to reduce employee turnover in your organization?

DECLARATION I

The undersigned, declare that this thesis is my original work, prepared under the guidance of Ephrem Assefa (Phd.). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Helen G/Ananiya

St. Mary's University, Addis Ababa May, 2017

Signature

ENDORSEMENT

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

Dr.Ephrem Assefa

Advisor

Signature

St.Mary's University, Addis Ababa

June 2020

