



**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**

**FACTORS INFLUENCING EMPLOYEE'S TURNOVER INTENTION:  
THE CASE OF BUNNA BANK S.C. IN ADDIS ABABA, ETHIOPIA**

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

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**FACULTY OF BUSINESS**

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## DECLARATION

I declare that this MBA thesis is my original work, and has never been presented for the award of any degree in this or any other university and all source of materials used for the thesis have been duly acknowledged.

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## **ENDORSEMENT**

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

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**Advisor**

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**JULY, 2024**

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## Table of Contents

Declaration.....	i
Endorsement.....	ii
Acknowledgements.....	iii
Table of Contents.....	iv
List of Table.....	vii
Abstract.....	viii
<b>CHAPTER ONE</b> .....	1
<b>INTRODUCTION</b> .....	1
1.1. Background of the Study.....	1
1.2. Statement of the Problem.....	3
1.3. Research Objective.....	5
1.3.1. General Objective.....	5
1.3.2. Specific Objectives.....	5
1.4. Significance of the Study.....	5
1.5. Scope of the Study.....	6
1.6. Definition of Basic Terms.....	6
1.7. Organization of the Study.....	7
<b>CHAPTER TWO</b> .....	8
<b>LITERATURE REVIEW</b> .....	8
2.1. Theoretical Literature.....	8
2.1.1. Employees' Turnover.....	8
2.1.2. Turnover Intention.....	9
2.1.3. Factors Affecting Turnover Intention.....	9
2.1.4. Consequences of turnover.....	11
2.1.5. Employees' turnover in the banking industry.....	14

2.1.6.Theories employee turnover .....	15
2.1.7.Methods to Minimize Employee Turnover .....	19
2.2. Empirical literature.....	22
2.2.1.Career Development and Employee Turnover .....	22
2.2.2.Job Satisfaction and Employee Turnover .....	23
2.2.3.Employee Motivation and employee turnover .....	24
2.2.4 .Working environment and employee turnover .....	24
2.3. Conceptual framework .....	25
<b>CHAPTER THREE .....</b>	<b>27</b>
<b>RESEARCH METHODOLOGY .....</b>	<b>27</b>
3. 1. Study Area.....	27
3.2. Research Design.....	27
3.3. Research Approach .....	28
3.4. Population, sample size, and sampling procedure .....	28
3.4.1. Population.....	28
3.4.2. Sample size .....	28
3.4.3. Sampling procedure.....	29
3.5. Data sources and data collection methods.....	30
3.6. Methods of data analysis .....	31
3.7. Validity and reliability .....	31
3.8. Ethical consideration .....	32
<b>CHAPTER FOUR.....</b>	<b>33</b>
<b>RESULTS AND DISCUSSIONS .....</b>	<b>33</b>
4.1. Introduction .....	33
4.2 Demographic characteristic.....	33
4.3. Descriptive Statistics .....	36
4.4. Correlation Analysis .....	41
4.5. Multiple Regration Analysis .....	43

<b>CHAPTER FIVE</b> .....	49
5.1 Summary of Major Findings .....	49
5.2 Conclusion .....	50
5.3. Recommendation.....	51
5.4.Limitation of the Study.....	52
<b>BIBLIOGRAPHY/REFERENCES</b> .....	53
<b>APPENDIX</b> .....	63

## **List of Table**

Table: 1. Sample size proportion of the study.....	30
Table: 2. Respondant Rate.....	33
Table: 3. Demographic characteristic of the respondents.....	34
Table: 4. Reliability.....	35
Table: 5. Descriptive statistics of Job Satisfaction .....	36
Table: 6. Descriptive statistics of Career Development .....	37
Table: 7. Descriptive statistics of Employee Motivation.....	38
Table: 8. Descriptive statistics of Working Environment .....	39
Table: 9. Descriptive statistics of Turnover Intention.....	40
Table: 10. Summary Descriptive Statistics.....	41
Table: 11. The measures of association and descriptive objectives.....	42
Table: 12. Correlation Matrix.....	42
Table: 13. Multicollinearity Test.....	44
Table: 14. Heteroscedasticity Test .....	45
Table :15. Model Summary.....	46
Table: 16. ANOVA Result.....	46
Table: 17. Regression Results for Factors that affects Employees Turnover.....	47
Table: 18. Summary of hypothesis testing result.....	48

## ***ABSTRACT***

*The purpose of this study is to identify the factors influencing employee turnover intention in Bunna Bank. The study obtained information from 156 respondents staff of Bunna Bank. The study used Stratified random sampling techniques. Using quantitative data, this study tried to examine the factors influencing employee turnover intention. Descriptive and explanatory research design were applied. Data was analyzed through statistical package for the social science by applying some needed descriptive and inferential statistics. The result indicted that, selected factors such as Career development, employee motivation, job satisfaction and working environment are negatively associated with employee turnover intention in the study area. Finally, the researcher concluded that four factors have a significant influencing on employee turnover intention. The researcher recommended , Bunna Bank's management had better focused this factors (i.e career development , employee motivation, job satisfaction and working environment).*

***Keywords:*** *Career development, Employee motivation, job satisfaction and working environment and Turnover intention*

## **CHAPTER ONE: INTRODUCTION**

### **1.1. Background of the Study**

Turnover intention is a measurement of whether a business or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary (Iqraet.al, 2014). Voluntary turnover occurs when the employee makes the decision to leave on his own. Usually, voluntary turnover intention occurs when the employee perceives another opportunity as better than his current position. This includes more pay, more recognition or a more convenient location. It can also occur when the employee has to leave for health or family reasons. If an employee plans to voluntarily retire from a position, that's voluntary turnover intention, too. On the other hand, involuntary turnover intention is a measurement of whether the organization in question plans to remove an employee from a position, causing the turnover. This can happen if an organization isn't happy with an employee's job performance and chooses to fire him. It also happens when a business has to eliminate positions due to economic pressures or downturns in business.

Furthermore, Shah et al. (2020) observes that the labour turnover intention cannot be avoided no matter how good and effective organization is the turnover intention can only be reduced to certain. However, managing employee turnover intention also has desirable effects on organizational performance (Hassan &Jagirani, 2019). Turnover intention may be caused by different factors. These factors of turnover intentions are different from organization to organization to some extent (Shah et al., 2020). Ibrahim and Falasi (2014) stated that no single factor can be attributed to turnover intentions and proposed to follow a holistic approach in studying factors affecting turnover intention of employees.

Kevin et al. (2004) stated that many factors such as wages, company benefit, company attendance, and job performance have played a significant role in employee turnover intention. Although there is no standard framework of employee turnover intention process, a wide range of factors were found useful in interpreting employee turnover intention. It revealed that employee goal setting; career growth, work environment, job satisfaction and training and development are the factor predictors of employee turnover intention (Medlin & Green, 2009). Mughal (2015) argues that, it is not easy to know the existing problem like, who want to quit, what the magnitude rate of staff turnover is and what drives the resignations. It is therefore widely accredited that identifying and dealing with determinates of turnover intentions is an effectual way of reducing actual turnover.

Various researchers have conducted on the determinate factors of employee's turnover intention the banking sector. According to Arefin and Islam (2019) in context of Bangladesh employee motivation and job security has influence on turnover intention. Another study that is conducted by Nwagbara et al. (2013) showed that effective communication can foster low employee turnover intention in the First Bank of Nigeria. According to Shukla and Sinha (2013) indicated that work environment, job stress, compensation (salary), employee relationship with management and career growth significantly influenced employee turnover intention in banking sector. A study by Balogun and Olowodunoye (2012) conducted in Nigerian bank, showed that job satisfaction, social support, and emotional intelligence significantly and independently predicted turnover intention among bank employees.

The variables affecting employee turnover intention are numerous and complex in relation to each other. Nevertheless, among all the possible factors affecting job satisfaction, most studies classify factors such as work environment and coworker relationships as the most influential factors affecting job satisfaction (Sunarsih, 2017). Regarding work environment, Hossain, Roy, and Das (2017) indicated that employees are more likely to stay when there is a predictable work environment and vice versa. Main causes of turnover intention are salaries, working environment and security of job. Employees are also pushed to leave job due to the dissatisfaction in their present work place (Shamsuzzoha & Shumon, 2010). The general reasons for employee turnover rate so high in the salary scale because employee are usually in search of jobs that pays well. Shukla and Sinha (2013) argued that low pay is a good reason as to why an employee may be

lacking in performance. According to Samsuzzoha and Shumon (2010), a poor relationship with the management is an important reason for employees to quit their jobs. It is relatively rare for people to leave job in which they are happy even offered by higher salary elsewhere. Hossain, Roy, and Das (2017) stated that career progress creates stress on employees understanding of the worth of his/her career progress. This stresses can include an array of problem like being stuck at a position without any hopes of progress or threats of downsizing.

Moreover, other studies have confirmed that salary level has a significantly positive effect on organizational commitment (Basirudin et al., 2016), as well as on turnover intention (Ghiselli, Lopa, & Bai, 2001). Many studies found job satisfaction and organizational commitment of employee gradually weakened before he/she actual turnover (Joo & Park, 2010). If the employee who has a low level of commitment to organization, he/she has a negative work-related attitudes and behaviors such as often absenteeism, join in unproductive even turnover intentions (Wickramasinghe & Wickramasinghe, 2011). Besides that, salary and work-life balance factors can also be viewed as a major factor that affect to turnover intention (Sunarsih, 2017).

The banking industry in Ethiopia is suffering due to high employee turnover intention (Agarwal & Bhatnagar, 2016). The high employee turnover intention is due to a number of factors including abusive supervisor behavior, substandard working conditions and lack of opportunities for growth and development (Arefin & Islam, 2019). Past researches have examined the antecedents to employee turnover intention in the private banks found in Ethiopia.

However, having the extensive review of literature on the factors affecting employee turnover Intention in the banking sector of Ethiopia does not provide any conclusive evidence on the issue. Thus, the present study is thoroughly examine the effect of career development, job satisfaction, working environment, and Employee Motivation on employee turnover intentions at Bunna Bank operating in Ethiopia.

## **1.2. Statement of the Problem**

The voluntary employee turnover intention issue faced by private banks in Ethiopia is a significant challenge. In the banking sector, where trust and expertise services are crucial, the quality of human capital plays a vital role in maintaining operational efficiency and customer

satisfaction. Without proper disclosure and evaluation of employee's contributions and turnover intention, it becomes difficult to identify the underlying causes of turnover intention and implement effective strategies to address the issue. It is important to understand why employees are leaving and what factors contribute to their decision. To tackle this challenge, empirical researches are needed to examine the factors that affect employee's turnover intention in different organizations.

There have been significant researches conducted on employee turnover intention in various organizations in Ethiopia, Workineh (2020); Umer (2018); Tamirat (2022); Shimelis (2016); Minal (2018); Habtamu (2021); Redieat (2023); Karote (2019); and Gashaw (2020). Those studies have shown relationship of employee turnover intention towards many aspects in management and human resources areas including job satisfaction, job requirement, job stress, human resource practices and others. However, it is unfortunate that the issue of turnover has not yet shown a decrease despite these studies conducted to do so.

Currently, Bunna Bank is high rate of turnover rate. The Bank's employees statistical data of June 30, 2019 indicates out of total number of 921 employees of the bank, 147 of them employees left the bank with 15% description rate of the total. The recent data of June 30, 2022 which is 3 years later than first while the overall number of employees increased to 1050 among whom 189 of them left the bank with a percentage share that rises to 18% (Annual Management Meeting Reports, 2019 & 2022). Therefore, today employee turnover in BB become a significant challenge faced and worth studying. And, it seems that none of the studies specifically focused on factors such as job satisfaction, career development, working environment, and Employee Motivation at Bunna Bank. To address this gap and gain a deeper understanding of the turnover intention issue in Bunna Bank, it would be beneficial to conduct research that specifically focuses on these factors.

Moreover, this study becomes important to know the pattern of turnover intention so that necessary proactive steps and preventive action should be taken to tackle this critical issue. Keeping the alarming rate of turnover rate in mind, this study have examined the effect of career development, job satisfaction, Employee Motivation, and working environment on employee turnover intention in selected BB.

### **1.3. Research Objective**

#### **1.3.1. General Objective**

The main purpose of this study was to investigate the factors influencing employee turnover intention in Bunna Bank.

#### **1.3.2. Specific Objectives**

Specifically, this study attempt to:

- Examine the effect of job satisfaction on employee turnover intention in BB
- Investigate the effect of working environment on employee turnover intention in BB
- Find out the effect of career development on employee turnover intention in BB
- Examine the effect of Employee Motivation on employee turnover intention in BB

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

This study provides an empirical data addresses factors that affect employee's turnover intention at BB. It is important for the BB to reduce turnover rates, enhance employee retention, and improve overall organizational performance. The findings of this study also provide valuable insights that can guide other organizations in implementing effective strategies to mitigate turnover challenges. These findings will be assumed to give policy information towards taking corrective actions by the different stakeholders. Finally, the study will serve as a document for future reference and further study on the same thematic area in other organizations and related policy implementing public bank organizations.

## 1.5 Scope of the Study

Conceptually, the turnover intention is affected by many factors, but in this study, the researcher focused only on five major variables: career development, job satisfaction, Employee Motivation, working environment, and employee turnover. Regarding the study setting, it was conducted head office and selected branches of Bunna Bank in Addis Ababa.

Concerning methodology, the study used a quantitative research approach. The reason behind using these approaches is the nature of the research questions and the most appropriate method to address the research questions.

## 1.6 Definition of Basic Terms

**Employee Turnover:** refers to the rate at which employees leave a company and consequently, the rate at which new employees are hired in order to replace them (Worrell, 2018).

**Career Development:** refers to the lifelong process of managing learning, work, leisure and transitions in order to move towards a personally determined and evolving preferred future (Weng & McElroy, 2012).

**Job Satisfaction:** refers to the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Locke, 1969).

**Employee Motivation:** is the wellspring of task, behavior or effort, and it refers to the strength of a person's willingness to perform allotted work tasks to undertake work effort (Shields, 2007). To motivate means to energize the individual to deliver work effort and task behavior (Schmid & Adams, 2008).

**Working Environment:** it refers to all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a long time (Singh, 2008).

## **1.5. Organization of the Study**

This research paper was organized into five chapters. Chapter one is an introductory part which consists of back ground of the study, statement of the problem, research questions, objectives of the study, significance of the study, scope of the study, definition of basic terms, and organization of the study. Chapter two discusses review of related literatures on areas of the research topic. In chapter three the study covers the research methodology applied to conduct the study. This chapter constitutes description of the study, research design, types of data, sources of data, sampling and sample size determination, data collection methods and instruments, data analysis and presentation and ethical issues is considered in the study. Chapter four consists of data analysis and interpretation. The last chapter that is, chapter five presents the summary of findings, conclusions, recommendations and limitation of the study.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1. Theoretical Literature**

#### **2.1.1. Employee's Turnover Intention**

Turnover intention can be defined as the degree of desire to leave the company, which is influenced by various reasons to get a better job. The decision to leave the company and move to another company is the last decision employees make when employees are dissatisfied with their work environment (Adi Bibowo dan Erni Masdupi 2016). Employee's turnover refers not only to the loss of an organization's human capital, but also to the loss of organizational knowledge institutions. In other words, when an employee leaves the organization, the intangible knowledge that he has learned from the organization is also lost. In order to find comparable personnel, organizations must invest significant resources such as recruitment efforts and training costs (Adi Bibowo dan Erni Masdupi 2016).

A high employee turnover adversely effects organizational performance. Organizations tend to focus on developing employee career plans that encourage them to remain loyal with the firm. In addition, it has been argued that employee motivation, synergy between employee values and organizational value promotes a long term relationship with the firm (Worrell, 2018). Many organizations pay attention to the grievances of employees in order to boost their motivation level. Additionally, organizations also provide mentoring and counseling to employees. These measures help organizations to enhance employee satisfaction and organizational performance. Some organizations develop benchmarks of employee turnover on the basis of information from competitors in the industry. If an organization has an employee turnover rate higher than the benchmark level, then it should focus on identifying the factors that would augment employee retention. Past studies have found that employee turnover is primarily due to employees leaving the organization on a voluntary basis. Reputed organizations usually take exit interviews from employees that wish to leave voluntarily(Khan, 2014).

### **2.1.2. Turnover Intention**

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing. Every organization regardless of its location, size or nature of business has always given a key concern about Employees' turnover intention (Nwagbara et al., 2013).

#### **Types of Turnover**

Turnover can be classified as voluntary and involuntary turnover. As Perez (2008) stated, Since turnover is often associated with variables, such as job satisfaction, it is important to distinguish voluntary from involuntary turnover, otherwise the estimation of such a relationship in terms of all leavers will be inaccurate. When an employee leaves his/her work and the organization by his or her will the turnover is termed as voluntary turnover. Perez and Mirabella (2013), described that voluntary turnovers create significant cost, both in terms of direct cost, such as replacement, or in terms of indirect cost, such as the pressure on remaining staff or the loss of social capital (Palazzo & Kleiner, 2002). Furthermore, divided voluntary turnovers to functional and dysfunctional turnovers. Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers. Dysfunctional turnover further classified into avoidable turnover (caused by lower compensation, poor working condition, etc) and unavoidable turnovers (like family moves, serious illness, death, etc) over which the organization has little or no influence. Involuntary turnover refers the decision of management to force the employee to leave the organization.

### **2.1.3. Factors Affecting Turnover Intention**

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

## **Job Satisfaction Vs Turnover Intention**

Many studies have indicated that job satisfaction serves as an antecedent to turnover intention. For example, Ali (2008) highlighted that problems might arise if employee's dissatisfaction are not taken into consideration. Employees who are dissatisfied would sooner or later leave the organization, and at the same time, the organization loses the knowledge that the employees had brought in. If the organization decided to employ new employees to replace those who leave, and their feelings of dissatisfaction are not met, this could affect the daily operation of the organization, and the vicious cycle of turnover will occur.

Job satisfaction is the status in which a person is satisfied and glad with the job. Job satisfaction was found to have a significant negative association with turnover intention. Also job satisfaction had a relationship with employee's intention to leave their job (Palazzo & Kleiner, 2002). Perez and Mirabella (2013) found that job satisfaction was strongest significant predictors of future quits.

## **Employee Motivation Vs Turnover Intention**

Employee Motivation Armstrong, (2003), contends that motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organization. An understanding of the applied psychology within a workplace, also known as organizational behavior, can help achieve a highly motivated workforce. Fair promotion conducted on bases of performance greatly motivates employees and a key demotivating factor to employees is failure by the organization management to carry out promotion on basis of performance and merit.

## **Salary Vs Turnover Intention**

Employees in different organizations seek to improve their level of income. Therefore, employees in an organization improve their pay level if they obtain a pay increment in their current organization or by joining other organizations which will provide good pay. With regard this Dharmawan and his colleagues (2015), stated that organizations pay level has a potentially important direct influence on voluntary turnover. In today's work environment where pay is one

of a determinant factor, employees quit current job and accept the job with higher pay opportunity. Attractive remuneration packages are one of the very important factors of retention because it fulfills the financial and material desires (Shoaib et al., 2009). As Palazzo and Kleiner(2002)stated the turnover of employees is mainly due to low salary. Pay level and rewards had negative and significant relationship with turnover intension (Fesseha, 2023).

### **Organizational Climate Vs Turnover Intention**

Rahman, Naqvi, and Ramay(2008) assess the effect of organizational climate on the turnover intention in an information technology firm and they confirmed as it has a direct effect on intention to leave the organization. Also Stone et al. (2007) point out that as there is a strong link between organizational climate and intention to leave. When we try to see the organizational climate we have to consider organizational culture. The biggest factor in attracting and most importantly retaining key employee is culture. As Alkahtani (2015) indicated in his review of existing empirical works, established that discouraging organizational climate negatively affects job satisfaction which in turn may expedite employee turnover intention.

#### **2.1.4. Consequences of turnover intention**

Turnover has economic, social and psychological effects in organizations (Felps et al., 2009). The economic effect is estimated by the financial impact of separation. The psychological effects focus on the behavior of both the separating and staying employees. While sociological effects relates to how it affects institutional changes within and across the industries. Turnover actions have negative impact on organizations (Felps et al., 2009; Jex& Britt, 2008).

High amount of turnover leads to low integration in organizations or participation in the primary groups, as the remaining members of the organization feel a loss of one of their own (Price, 1975). When an embedded employee quits, this action affects other colleagues through the social contagion effects and the results are that other employees are likely to follow and leave the organization (Felps, et al., 2009). In cases where the separating employee is forced out because of conflicts, the colleagues remaining in the organization view themselves as less desirable, and have lower morale, and this may trigger more turnovers (Felps et al., 2009). Schneider and Bowen (1985) found that bank branch customer attitudes about service quality were strongly

related to employees' views of service provision, if workers leave or are not satisfied, then customers get dissatisfied. Loss of customers has the ripple effects of loss of business and overall profitability of the bank branch. Departures of embedded employees should be strategically handled to ensure that work, and productivity is not affected (Crossley, Bennet, Jex & Burnfield, 2007).

- **Staffing**

Turnover may create greater flexibility in staffing as chances of promotions are created especially in organizations that have a good internal succession plan; one management exit opens opportunity for multiple promotions from lower levels. Availing promotion opportunities to staff make them stay longer (Spector, 2006). This may also lead to cost saving for the organization as it may not need to hire, but promote from lower ranks (Nalbantian&Szostak, 2004). The benefits of turnover to existing staff works from the presumption that there are employees with the relevant skills within the organization, and are available to take up the responsibilities with minimal disruptions. Where such expertise is lacking turnover triggers a disruption in performance. The organization will have to take time to hire competent replacements who may take time to learn and settle on-the-job (Jex& Britt, 2008). The hired people need to socialize, learn the organization culture, and job to reach the desired competence. Banking is a specialized sector that relies on skilled labor and therefore turnover in the banking industry can be viewed as a systemic performance problem. Organizations with high rates of turnover have been noted to perform at lower output levels compared to their rivals in the same industry (Hatch & Dyer, 2004). Strategic management of high value pivotal talent pools is important to organizations performance (Cascio, 2006).

- **Replacement Cost**

Cascio (2006) estimates employee separation cost at between 150% and 250% of the annual salary paid for the job. Bliss (2004) estimates the cost of turnover to organizations to be about 150% of the annual pay. With departure of employees, organizations incur costs that can be large depending on the positions being filled. This is considering the cost of separation, replacement and training the new hire. Most of these costs were noted to be indirect costs such as lost or dissatisfied customers, frauds, cashiers shortages, legal expenses, charged-off loans and security

costs that arise because of the departure of employees. Banks need well trained employees and the cost of hiring and keeping them is high (Creery, 1986).

- **Training and Development Cost**

Training cost is a major factor that comes with turnover in organizations since the newly employed workers have to be inducted into the new employment and trained to deliver to the performance standard of the separated employees. Even when employees are promoted from within the organization, there is need to train the people taking over the new responsibilities, and this takes money and time. The training costs include orientation, formal workshop training, and valuing the time taken by the supervisors and managers to bring the new person up to the required task level (Cascio& Boudreau, 2008).

#### **Turnover intention and productivity**

Employee turnover leads to depletion of organizations' inventory of skills, and forces them to hire replacements to sustain productivity (Jix& Britt, 2008).When new hires join organizations, it takes them time to learn and perform tasks to the desired productivity. There is empirical evidence that, even good workers experience a drop in the level of job performance following employment (Boswell, Shipp, Payne, & Culberston, 2009). This implies that, the productivity of the organization will reduce upon arrival of new hires. According to Cascio (2006), the reduced new hire productivity, is the highest cost of turnover to organizations. New employees, other than producing at level below the required productivity, draw full salaries from the organizations, thus being a double liability to organizations in the short run (Jex& Britt, 2008). Morrow and McElroy (2007) in their study of turnover and performance in a banking institution found that turnover creates inefficiencies that in turn, affect organizational performance. Turnover among experienced staff disrupts essential service provision needed for business continuity, as new employees may also bring with them baggage or job attitudes that negatively impact the organizations (Boswel et al., 2009). Employee turnover negatively impact organizations in several ways. The working environment and norms are disrupted, and this impacts the worker's productivity as the climate in the organization is readjusted. The organization is forced to incur added staff training and development costs to replace the

separated employees. The organizations pay for less productive workers for a period of time, as the new hires undergo orientation and training.

### **2.1.5. Employee's turnover intention in the banking industry**

In the banking sector, uncontrolled employee turnover intention can destroy management's quest for sustainable profitability. The Banking industry is dynamic, and to a large extent volatile, if mechanisms for employee's retention are not structured (Foon et al., 2010). It is becoming increasingly important for managers in the banking sector to understand that profitability and growth of their banking organizations are tied to their ability not only to remunerate their employees adequately, but also to provide mechanisms for career growth (Gratton & Erickson, 2007). Samuel and Chipunza (2009), concur with Foon et al., (2010) that retention of employees in the banking sector is not easy. They argue that an organization must provide employees with intrinsic/extrinsic rewards and opportunities for career progression so as to guarantee their satisfaction, loyalty, and hence ensure employee retention.

Money, benefits, and many different forms of compensation have been used to attract, retain, and motivate employees and achieve organizational goals in the USA and around the world (Choi et al., 2012). The career development policy of an organization may be used specifically to retain employees as well as create competitive advantage that reduces turnover rates. Since, better salaries do inspire loyalty to an organization; employees often scramble to develop their careers so as to attain the coveted salary scales. Failure to attain the desired career goals most often yields to employee frustration and eventually leads to employee turnover intention.

Globally, for instance, the banking sectors in America, and Europe, have grown over the past decades to structured functional systems with well-designed and articulated employee career development, employee's satisfaction, and retention strategies. For instance, according to Metcalfe, (2011), Bank of America experienced a high turnover rate due to stunted growth and employee progression in the early 2000. The bank made a raft of measures which included flexi working hours, career growth and development opportunities, promotions and recognition, and saw the turnover rate drop from 48% to 24% within the same year. Springer (2011) contends that the raft of measures is attributable to employee's satisfaction and retention.

Regionally, the banking sector in Africa has grown in leaps and bounds. During the 1980s most countries in Africa eased restrictions in the financial sector and offered tax incentives and subsidies to attract foreign banks into local markets (World Bank, 2015). The quest that propelled developing countries to offer incentives was to attract more foreign direct investment (FDI) that could spur development, particularly in banking, infrastructure, and farming. According to World-Bank (2015), FDI do have several positive effects which include productivity gains, technology transfers, and the introduction of new processes, managerial skills, and the know-how in the domestic market, employee training, international production networks and access to markets.

Significantly, the tenets for career development, skills training, mentoring and employee's development have continued to receive traction over the years. These mechanisms have been incorporated to reduce turnover intention rates. For instance, according to Metcalfe (2011), and Springer (2011) the banking sector in South Africa has over the years been characterized with high employee turnover. Partially, this has been precipitated by skills shortages, poorly formulated employee career development strategies, and lack of incentives that can guarantee employee satisfaction. In his research, Kariuki (2015) notes that Africa's turnover problems are synchronously synonymous. He notes that Malawi, Zimbabwe, and even Angola have had to battle cases of high employee turnover intention in their banking sectors. Equally important, South African banking CEOs have acknowledged that the availability of skills, career development, and employee retention is the profitability of their organizations (Grosskopf&Atherman, 2011). The retention of employees is therefore predicated on utilization of career development channels to create a sense of value, loyalty and employee commitment to organizations.

#### **2.1.6. Theories employee turnover**

The impact of turnover has received considerable attention by Senior Management, Human Resource Professionals, and industrial psychologists. Employee turnover is the most studied events in the past and several theories have been developed to explain why employees decide to

leave their current organization. Generally, the following are the major theories related to the study.

- **Hierarchy of Needs**

Abraham Maslow's hierarchy of needs theory places employees' wants into five progressive categories, and one will have to pass the lower level of satisfaction before incoming the higher level, that means commencement with basic physical needs and moving ahead up to needs for personal growth and career development. It is strong theory as it claims that through meeting each level of employees' needs employers can motivate the employee to truly commit to workplace goals. Even if employee satisfied better in their location they leave the organization, because the organization cannot meet up every requirement of its employees and this theory does not consider human needs are continual. This means no clear point showing that show the highest level of satisfaction. According to Maslow, the displeasure to meet the inferior need will push the employee to leave the organization because employees need have to in sequential way. Consideration under this theory is that human needs are endless and in real facts the organizations cannot meet every need of its employees.

- **Equity theory**

Equity theory, Adams (1963) talked about that employee consider even handedness on equity by comparing their relevant with others against their efforts and rewards. The perceptions of individuals about the equality of rewards relative to others do inspiration their level of motivation. The theory argues that the more concentrated the employee considerations that he or she is either more or less paid, the higher the stress and the stronger the motivation to act. Since it considered their productivity, rewards and its outcome the theory was adapted for the research. Equity theory of motivation suggests that people are influenced in their behavior by the relative rewards they either get or are going to receive. The theory is based on the assumption that people are most likely to be motivated by the way they are equitably treated at work. People tend to compare for example the pay they get with what others are paid for the same effort and situation, so that if they are treated unfairly, they will consider themselves as victims of inequity.

- **Linkage Model**

Linkage model explains a series of interrelated links between job satisfaction and voluntary employee turnover. In this model one major factor is considered by job dissatisfaction which leads a series of withdrawal intentions like thoughts of quitting, job search intention and fringe benefits comparison, this behavior ultimately is the cause for high voluntary employee turnover (Nawaz & Siraji, 2009).

- **Job Embeddedness Theory**

According to Nguyen, Taylor, and Bergiel(2017), job embeddedness describes the factors that keep an individual from leaving the organization, in spite of experiencing situations that might lead to thoughts of leaving. Job embeddedness can be work related (positive relationships with supervisor and coworkers, good health benefits) or non-work related (spouse works in the same area, parents live in the same community). These work and non-work domains can be further divided into three types of attachment that is links (how many people is the individual connected with), fit (does the individual feel well matched with their work and non-work environment), and sacrifice (what does the individual have to give up in order to leave).

- **Exit-Voice Theory**

Employee turnover is often caused by dissatisfaction with the way things are running on the work floor. Most of the employees in the organizations are familiar with the talk during lunch breaks on what they think is going bad in the organization. The problem is that often this information is only shared with peers. This might be as a result of various reasons. They might for instance fear that they will be perceived as a trouble because they are giving their opinion unasked. They might also think that the cost of trying to change the situation is larger than the benefit that they get out of it.

According to Hirschman (1972) the exit-voice theory explains the absence of expressing frustrations and discomforts may have implication on the turnover rate. In this theory, which was originally used to explain varieties of customer behavior, he claims that when a person is

discontent, he has two possibilities to deal with this feeling. One possibility is expressing his feeling and trying to change the situation, which is called voice. The other possibility is choosing to leave, which is called exit. If the possibilities to use voice are too limited, the employee will choose to leave the firm.

Therefore, organizations should create the right procedures and other mechanisms for the employees to express their feeling and complaints and to feel their opinion being taken seriously, while at the same time decreasing the step to express their dissatisfaction, since they know that the firm wants to hear their complaint. Supervisors interacting with the worker regularly and explicitly asking them about grievances they might help to take discomfort out of the workers before they decide to exit the firm.

- **Job Matching Theory**

Another theory on turnover has been developed by Jovanovic (1979). In his Job Matching Theory, he states that turnover results from new information about the current job match. Before workers start their job, they have imperfect information. Hence they do not know the exact utility it will yield for them. If job tenure increases this utility is becoming more clear, and the worker can then make a choice to stay or leave. In this theory, if a worker sees that a job does not fit their expectations they will leave and search for another job, which might create a better match.

- **Herzberg Two Factor Theory**

Herzberg (2015) argued that employees are motivated by internal values rather than values that are external to the work. In other words, motivation is internally generated and is propelled by variables that are intrinsic to the work which Herzberg called “motivators”. These intrinsic variables include achievement, recognition, the work itself, responsibility, advancement, and growth. Conversely, certain factors cause dissatisfying experiences to employees; these factors largely results from non-job related variables (extrinsic). These variables were referred to by Herzberg as “hygiene” factors which, although does not motivate employees; nevertheless, they must be present in the workplace to make employees happy.

The dissatisfies are company policies, salary, co-worker relationships, and supervisory styles. Herzberg (2015) argued further that, eliminating the causes of dissatisfaction (through hygiene factors) would not result in a state of satisfaction; instead, it would result in a neutral state. Motivation would only occur as a result of the use of intrinsic factors. Empirical studies have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy.

#### **2.1.7. Methods to Minimize Employee Turnover Intention**

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

Training employees reinforces their sense of value and provide opportunities for learning and skills development as well as consequent advancements in job responsibilities. Through training, employers help employees achieve goals and ensure they have a solid understanding of their job requirements (Saks &Gruman, 2011).

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

discipline with someone less experienced in a similar area, with the goal to develop specific competencies, provide performance feedback and design an individualized career development plan (Saks & Gruman, 2011).

It is important for companies to give feedback and coaching to employees so that their efforts stay aligned with the goals of the company and meet expectations. During an employee's first few weeks on the job, an employer should provide intensive feedback. Employers should also provide formal and informal feedback to employees throughout the year. According to Saks and Gruman (2011), today's workplace requires that criticism must come with support and a sense that the company is there to assist the employee in achieving and attaining success. Proved time and again, even the most average employees are likely to raise their quality standards if they are encouraged through constructive, open reviews. Management should always recognize successes and never speak angrily to an employee who works hard but whose work lacks company standards. In fact, these individuals are often the most open to suggestions of improvement and are ready to be molded into the most ideal of employees.

A company should establish a series of values as the basis for culture such as honesty, excellence, attitude, respect, teamwork and stimulating work environment that makes effective use of people's skills and knowledge, allow them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allow them to see how their own contribution influence the company's well-being. Support from peers and supervisors and recognition on the part of the employer that employees need to strike a good balance between their lives at work and outside of work. A company that creates the right culture will have an advantage when it comes to attracting and keeping good employees (Saks & Gruman, 2011).

Having current employees offer referrals could help minimize confusion of job expectations. Current employees can realistically describe a position and the environment to the individual he/she is referring. Another way an employer can reduce the impact of staff turnover is to hire from within, since current employees have already discovered that they are a good fit in the organization (Batt & Colvin, 2011).

According to Batt and Colvin (2011), employees will go the extra mile if they feel responsible for the results of their work, have a sense of worth in their jobs, believe their jobs make good use of their skills and receive recognition for their contributions. Employees should be rewarded at a high level to motivate even higher performance. The use of cash payouts could be used for on-the-spot recognition. 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.

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

Exit interview is the most common method used by most organization to assess employee's reasons for resigning. Many organizations conduct exit interviews with employees who are voluntarily leaving. Exit interviews provide important information for changing HR and retention policies and practices to decrease employee turnover and improve organization performance (Allen et al., 2010).

It is an approach to seek the views of employees before they leave and so provide a basis for the development of policies and practices that will deter them from so doing. These too are truly effective only if confidential-so as to maximize the chance of employees' stating honestly how they feel about their jobs, their perceived opportunities, their bosses, colleagues and the organization as a whole. Questions can also be asked about their current intentions as regards the future and about their perception of alternative career paths open to them. Such approaches

enable employers to anticipate in which areas future turnover is most likely to occur, and to gain an insight into the main causes.

## **2.2. Empirical literature**

### **2.2.1. Career Development and Employee Turnover Intention**

Organizations focus on retaining employees through career development programs (Weng& McElroy, 2012). Employees tend to have differing attitudes towards career growth and development (Worrell, 2018). Organizations should develop career plans for the employees in view of their potential and capabilities (Worrell, 2018). Career development can be defined as a lifelong process of managing learning, work, leisure, and transitions in order to move towards a personally determined and preferred future (Weng& McElroy,2012).

Wengand McElroy (2012) examined the effect of career development on employee turnover intention based on four variables, i.e. goal progress, professional development, promotion opportunities and remuneration. The study found a negative association between career growth and rewards.

Karavardar (2014) argues that career progress is a multidimensional concept comprising of employees efforts and the organization's willingness and ability to reward such efforts. It is argued that career development depends on both employee efforts and organizational willingness to provide career development. Thus, both employee efforts and employer willingness contribute towards employee retention.

Similarly, Biswakarma (2016) examined the effect of career growth on turnover and commitment. The career growth model in the study was based on four determinants. The study found that turnover intentions have a negative association with three components of career growth (i.e. career goal progress, professional liability development and organizational rewards). In addition, Ballout (2009) examined the antecedents of career development in Lebanon. The study found that competent and committed employees perform better in challenging jobs. It was concluded that employers benefit from hiring committed employees on a long-term basis. Employees tend to leave organizations that do not provide an established career development

plan. The high employee turnover and loss of skilled and committed employees also leads to a decline in organizational performance (Ballout, 2009; Karavardar, 2014).

Employee career plans should be based on the strategic vision of the organization. Organizations should consider an employee's educational qualifications and technical skills while developing career plans. This career development strategy not only improves employees' skills and commitment level but also their performance (Karavardar, 2014). Past studies have found that lateral and vertical transfers within the organization helps in the development of employees. Lateral and vertical transfers also contribute towards job enrichment, job commitment and retention (Karavardar, 2014). Additionally, facilitating employees in their career goals also motivates them to maintain a sustainable relationship with the organization.

### **2.2.2. Job Satisfaction and Employee Turnover Intention**

Employees have a desire to fulfill their extrinsic and intrinsic needs. Extrinsic needs can be fulfilled through monetary rewards while intrinsic needs can be addressed by motivating employees. The fulfillment of extrinsic and intrinsic needs will enhance employee job satisfaction and negatively affect employee turnover (Mahdi et al., 2012). Mahdi et al. (2012) suggests that monetary rewards, job security and a pleasant working environment stimulates job satisfaction. As a result, these aspects help organizations in achieving their long term goals including the retention of employees.

Saeed et al. (2014) argue that employees' job satisfaction and turnover are highly associated. Highly satisfied employees tend to stay with the organization while dissatisfied employees have a tendency to switch to other organizations. Similarly, Kessler (2014) has also documented that dissatisfied employees are not loyal and committed towards the organization. Thus, organizations should concentrate on enhancing job satisfaction for retaining talented employees and reducing employee turnover intention. According to the study of Islam and Rahman (2016) the outcome shows a positive connection between job satisfaction and employee's turnover intention. Chen, Su, Lo, Chiu, Hu, Shieh (2014) conducted an investigation and the result shows that there is a significant connection among work satisfaction and employee's turnover intention. Furthermore, the research done by Husain and Deery et al. (2018) shows a positive connection between job satisfaction and employee's turnover intention. There is a backwards connection

between job satisfaction and turnover intention. Hence, because of the improvement in innovation, current changes in financial status, economical changes of business enterprises and to recognize current factors that impact employee's turnover intention the below hypothesis has been created.

### **2.2.3. Employee Motivation and employee turnover Intention**

Motivation is an important aspect of studying human psychological functions. Motivation concerns energy, direction, and persistence, which is an aspect of activation and intention of a behavior (Ryan &Deci, 2000). Intrinsic motivation at work is one of the factors within the individual that influences the employee's propensity to stay or leave the organization. The study of Kuvaas (2006) and Vansteenkiste et al. (2007) suggest that intrinsic motivation is negatively correlated with turnover intentions.

Quite many employees were seen not enjoying their work, were not excited when needed, and were working just to avoid punishment. Loss of interest and enjoyment at work indicates decreasing intrinsic motivation in employees. An intrinsically motivated individual is encouraged to perform a task because he/she finds interest and enjoyment in performing his tasks, and not because of external motives, pressure, or reward (Ryan &Deci, 2000).

### **2.2.4 .Working environment and employee turnover Intention**

Organization working environment is one of the high turnover factors within the workplace. It comprises of communication at workplace, political environment, colleagues and manager behavior will not satisfy the employee (Moore, 2000; Shah et al., 2010). Unfavorable and poor working conditions are cited as a major reason for high turnover intention among employees 16 (Rita-Negrin ans Shay, 2004). The quality of supervision was a significant influence on intent to leave across settings. Little supervision and less support from manager in conducting the assignment will lead towards high level of stress and turnover intention (Shahu, 2008; Yahaya et al., 2009; Saks, 2006). Silva (2006) terms organization working environment which comprise communication at workplace, political environment, colleagues and manager behavior as one among high turnover factors within the workplace. According to Diane et al. (2007), the quality of supervision is a significant influence on intent to leave across settings. This is supported by

Yahaya et al. (2009) who found that little supervision and less support from manager in conducting the assignment will lead towards high level of stress and turnover intention. Working conditions play very crucial role to increase job satisfaction and organizational commitment in the workforce community. Bula (2012) found that employees join organizations expecting to receive 17 better working conditions. The employees further stated that they would readily leave the their organizations due to non-realization of their expectations.

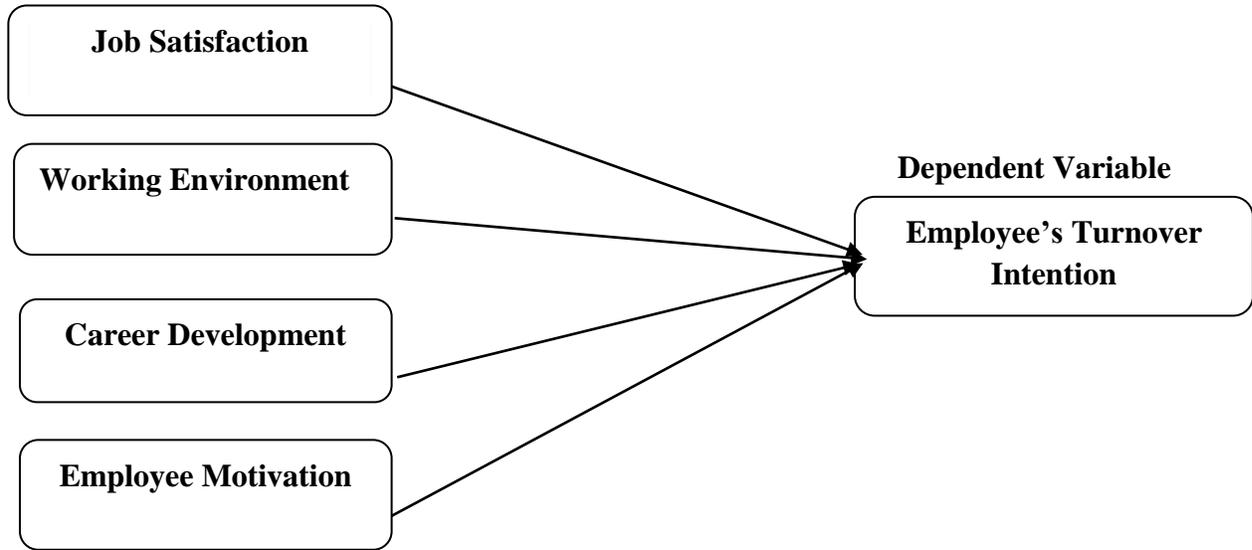
Horton (2007) argued that a work environment is often described as good or bad. A good environment is a place where the workers feel at ease and appreciated. Workers in these sorts of environments are often more productive and happy. A bad work environment is a location where the worker feels under-appreciated, threatened or unsettled.

Due to the nature of these environments, there is often a high worker turnover rate, and the workers typically fail to live up to their potential. If the working environment is low-grade due to lack of all the basic facilities such as proper lighting, working in a space with some natural light, ventilation, air conditioning system, open space, restroom, lavatory, furniture, safety equipment while discharging hazardous duties, drinking water and refreshment, workers will not be capable of facing up the difficulty for a longtime (Singh, 2008). Besides, a bad boss creates an adverse working environment, thereby leading the employees to leave the job. Employee involvement in the organization in designing a job like how employees time is used, evaluating his/her performance and providing his/her opinion on how to improve the working environment make the employee feel belongingness, and the commitment and support that is shown to employees by the management would motivate employees to stay in an organization(Ongori, 2007).

### **2.3. Conceptual framework**

The conceptual framework of this cross-sectional study is developed based on a review of the literature presented above. Based on a review of the literature, it is found that job satisfaction, working environment, career development, and Employee Motivation factors are the notable key factors of employee turnover Intention. The diagrammatic representation of the conceptual framework is presented in Figure 1.

**Independent Variables**



*Figure 1: Conceptual Framework*

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3. 1. Study Area**

Bunna Bank is among the private banks in Ethiopia which has recently joined the Banking business of Ethiopia following the ideal monetary improvements seen in the nation. The Bank has obtained its license from the National Bank of Ethiopia (NBE) on June 25, 2009, in accordance with Licensing and Supervision of Banking Business Proclamation No. 592/2008 and the 1960's Commercial Code of Ethiopia with more than 451 Bunna Bank Branches across the country. The Bank officially commenced its operation on October 10, 2009 with subscribed and paid-up capital of Birr 308 million and Birr 156 million, respectively. However, the paid-up capital has increased to over Birr 2.1 Billion, and the number of shareholders has increased to over 13,024, which makes it one of the strongest and public based private Banks in Ethiopia.

The area of study was chosen because the employee turnover is very high in BB. The information obtained from credit portfolio shows that from 2013 E.C to date the number of exit staff range to 716. This means about 30% of the current number of employees have left the bank. This brings concern to study the influential factors behind this higher rate of employees turnover .

### **3.2. Research Design**

This study used both descriptive and explanatory research designs to reveal the factors that affect employee's turnover. The descriptive survey is helpful in gathering a wide range of data and describing the current situation regarding turnover. It allows the researcher to assess the practices of employee turnover intention, address the size of the population, and provide an overall description of the phenomena. By using a descriptive survey design, the study can collect data on job satisfaction, career development, working environment, and employee motivation, which are all potential factors influencing turnover. This design helps in obtaining a detailed understanding of these factors and their relationships with turnover.

Additionally, the researcher employed an explanatory research design to test a hypothesis about the causal relationship between the identified factors (job satisfaction, career development, working environment, employee motivation) and employee turnover. This design enables the researcher to explore whether there is a relationship between these variables. By combining the descriptive survey design and explanatory research design, the study aims to provide a comprehensive understanding of the factors affecting employee's turnover.

### **3.3. Research Approach**

The study employed quantitative approaches to determine the effect of job satisfaction, career development, Employee Motivation and working environment on employee's turnover. This method was selected because it was planned to use method of data collection which helps to gather the necessary information on the issue under study.

### **3.4. Population, sample size, and sampling procedure**

#### **3.4.1. Population**

The source of population for this study was employees working in Bunna Bank. The source population included employees working as managers and administration, professionals, clericals working as customer service officers/CSO/, and secretaries and transport and production workers included securities in Head Office and selected branches of BB in Addis Ababa.

#### **3.4.2. Sample size**

The total population of the study were 280. The sample size was determined by using Taro Yamane's (1967) sample determination formula. It states that the desired sample size is a function of the target population and the maximum acceptable margin of error (also known as the sampling error) and it expressed mathematically thus:

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

Where,

N = Population Size

n= Sample Size

e = maximum acceptable margin of error (5%)

$n = 280 / [1 + (280) 0.0025]$

n = 164

### **3.4.3. Sampling procedure**

The study employed stratified random sampling method because provides better coverage of the population. Stratified sampling was used to show representatives of the participants of the study. This method used to know about different subgroup or strata based on the entire population being studied and also to decrease sampling error. The respondents were grouped on the basis of the head office and selected branch.

The sample frame of the study was the lists of employees of the bank, which were 280 from Head Office and selected branch for this study for convenience of the researcher and highest number of employees compared to other branches in Addis Ababa. The sampling process was based on the categorical classification of the Human Resources Management Process of the bank; i.e. Administrative & Managerial, Professional, Clerical, Transport & Production and Service Workers were included with a total number of 280 population. Stratified sampling was employed to choose the population surveyed since stratified sampling gives the researcher to acquire a superior extent of representatives of the study participants. Hence it minimized the likely sampling inaccuracy to guarantee that mutual groups in the population are sufficiently represented in the sample, by arbitrarily choosing subjects from the entire stated stratum. Consequently, the population grouped into head office and selected Branch (i.e Mexico Branch, Wollo Sefer Branch, Piassa Branch, Hayahulet Branch, Arat Killo Branch and Gerji Branch).

**Table: 1. Sample size proportion of the study**

No.	Strata	No Employee	Sample Taken
1	Head office	124	72
2	Mexico Br.	10	6
3	WolloSefer Br.	20	12
4	Piassa Br.	12	7
5	Hayahulet Br.	15	9
6	AratKillo Br.	60	35
7	Gerji Br.	39	23
	<b>Total</b>	<b>280</b>	<b>164</b>

**Source: Own Computation, 2024**

### **3.5. Data sources and data collection methods**

Both primary and secondary data sources were employed in this study. The primary data of this study were obtained from the study's target group using questionnaires specially prepared for the purpose of the study. Secondary data were gathered from the bank's website and other pertinent literature including to theoretical and empirical literatures, books, journal articles, the internet, and other sources, both published and unpublished.

Data for this study were collected using close-ended question. The tools that were used in this study divided into two sections. The first section contains demographics and second section contains the measurement scale of five-point Likert scale to measure the variables (i.e. employee turnover, career development, job satisfaction, Employee Motivation and Working Environment).

### **3.6. Methods of data analysis**

Appropriate statistical analysis techniques were employed to analyze the collected quantitative data. The primary data gathered through the administration of questionnaires were examined primarily through the use of descriptive and inferential statistics namely, mean, standard deviation, pearson's correlation, and multiple linear regression. Multiple regression equation was also used to determine the strength and directions of the association between the variables with the results, with the aid of Statistical Package for Social Sciences (SPSS).

Based on the literature and research journals, the following variables were included for this study:

The independent variables are variables that have been hypothesized to influence on the dependent variable. The independent variables in this study were career development, job satisfaction, Employee Motivation and working environment.

It is the variable that reflects the influence of the independent variable. In this study, dependent variable was employee turnover intention.

### **3.7. Validity and reliability**

Validity of study tools were validated by experts group who have knowledge in the same area. The expert group members (1 PhD student in business administration, 1 Senior researcher in business administration ,1 Instrument development expert and the advisor of this research ) were evaluate and pass judgment the tools for comprehensiveness, accuracy, and clarity in language (face validity). While the expert group members judged the importance of items to be included in the tools (content validity). Based on their recommendation and corrections, the researcher was improve the tools. For the reliability, pilot study was conducted to determine the Cronbach's coefficient alpha of the tools.

### **3.8. Ethical consideration**

To uphold the basic principles of conducting an ethical research three basic guidelines were followed. These principles were respect for participants, kindness and fairness, and confidentiality. Ethical codes and standards form the basis for conducting research. These considerations were part of every step of the investigation process and guide the investigator and process of the investigation. The following specific ethical codes were apply.

1. Participants were to learn or informed about the research purpose and the researcher obtained their consent to participate in the research before distributing the questionnaires.
2. Participants were given the mandate to choose to participate in the study or withdraw at any time and for any reason.
3. Privacy, confidentiality, and anonymity of participants were respected throughout the research process. The research results were available to participants and the organization. The researcher also tried to maintain objectivity and integrity in the whole process of conducting the research.

## CHAPTER FOUR: RESULTS AND DISCUSSIONS

### 4.1. Introduction

This section deals with the finding and discussion of data analysis result from the study about the Factors influencing employee's Turnover Intention. The main aim of this research was four selected factors that influencing turnover intention such as job satisfaction, career development, employee motivation and working environment and turnover intention as a researched variable. 164 the questionnaires distributed to the Bunna Bank and they returned with 156 full information.

**Table: 2 Response Rate**

S.No	Questionaries' Distributed	Questionaries' returned	Not retuned	Percent
1	164	156	8	95.12 %

**Source: Own computation, 2024**

As shown in table 4.1 above, about response rate, 164 questionnaires were distributed and 156 or (95.12 %) were appropriately filled and 8 or (4.89%) questionnaire were not returned.

### Reliability

To test for the reliability the questionnaire was distributed for selected employees of the company before the actual data collection. This was done on 156 employees of Bunna Bank. According to the results obtained, the data collection instrument was consistent and dependable in measuring what it intends to measure. From the result of the 156 distributed and evaluated questionnaires the following result was obtained using Cronbach's Alpha on SPSS.

### 4.2 Demographic Characteristics

The demographic variable of the respondents had the following variable such as, sex/gender, Educational qualification, Marital Status and year of service. The demographic variable of the research participants were analyzed in the form of percentage and frequency.

**Table: 3. Demographic Characteristic of Respondents**

Variable		Frequency	Percent%
<b>Gender</b>	Male	49	31.4
	Female	107	68.6
	<b>Total</b>	<b>156</b>	<b>100</b>
<b>Marital Status</b>	Single	71	45.5
	Married	85	54.5
	<b>Total</b>	<b>156</b>	<b>100</b>
<b>Education</b>	Certificate	8	5.1
	Diploma	44	28.2
	First Degree	47	30.1
	Master	57	36.5
	<b>Total</b>	<b>156</b>	<b>100.0</b>
<b>Work experience</b>	less than 3 years	<b>72</b>	<b>46.2</b>
	3_5 years	<b>28</b>	<b>17.9</b>
	6_8years	<b>28</b>	<b>17.9</b>
	9_11 years	<b>28</b>	<b>17.9</b>
	<b>Total</b>	<b>156</b>	<b>100</b>

**Source: Own Computation, 2024**

The above table shows the descriptive statistics of gender, marital status, educational qualification and service year of respondents. According to the descriptive statistics result female respondents were more than with male respondents. This indicating that among (156) respondents, 107 or 68.6 % were female whereas 49 or 31.4% were male, so in this research female participations were more than male respondents in the study area. It implies that BB provide more job opportunity for female than male.

The respondent's marital status of result shows that among (156) respondents, 85 or 54.5 % were Married whereas 71 or 45.5% were single, so in this research the majority of the respondents are married.

The third demographic characteristics are educational qualification of the respondents. As the result shows the majority of the study respondents were holding master's degree which accounted 57(36.5%). whereas 47 (30.1%) were participants who were first degree. Whom Diploma holders were 44 (28.2%).but a few respondents who had the Certificate 8(5.1%) %), as the descriptive analysis result the majority of the respondents were masters holder because,

second degree is now considered as the minimum qualification requirement even to be hired in the organization at present. This implies that bunna bank have more qualified employees.

The above table illustrated that, the majority of study participants were in the range of 0-3 years of year of service in the study area represented 72(46.2%) of the total respondents and 28 (17.9%) were in the category of 3-5 years and 28(17.9%) where in the category 6-8 and 28(17.9%) were in the range categories 9.11. It shows that majority respondents have short year of service in study area.

**Reliability**

To test for the reliability the questionnaire was distributed for selected employees of the company before the actual data collection. This was done on 156 employees of Bunna Bank. According to the results obtained, the data collection instrument was consistent and dependable in measuring what it intends to measure. From the result of the 156 distributed and evaluated questionnaires the following result was obtained using Cronbach’s Alpha on SPSS.

**Table: 4 Reliability Statistics**

<b>Variable</b>	<b>Cronbach's Alpha if Item Deleted</b>
Job Satisfaction	.386
Career development	.904
Employee motivation	.678
Working environment	.495
Turnover intention	.489

**Source: own computation, 2024**

Cronbach’s alpha reliability coefficient normally ranges between 0 and 1. The closer the alpha coefficient to 1 implies the greater the internal consistency. The closer the value of alpha coefficient to 0, the internal consistency is unacceptable. In this study, the researcher used the rule of thumb developed by (George and Mallery 2003), where an alpha value  $\geq 0.90$  is

excellent,  $\geq 0.80$  is good,  $\geq 0.70$  is acceptable,  $\geq 0.60$  is questionable,  $\geq 0.50$  is poor,  $\leq 0.50$  is unacceptable.

Since the value of Cronbach’s alpha of all the constructs were at least acceptable as shown on table above we can conclude that the data collection instruments were consistent and reliable through the stated measurements.

### 4.3. Descriptive Statistics

According to Murry.J.(2013) and kind of rule of thumb to create equal intervals for a range of five points Likert scale (that ranges from strongly disagree to strongly agree in the survey questionnaire). the sample is approximately normally distributed the interpretation should be intended for mean up to 2.6 is “disagree”, mean between 2.61 and 3.4 is “Neutral”, and mean above 3.41 is “agree. Therefore, the decision of each variable statistics is done based on these criteria.

**Table 5. Descriptive statistics of Job Satisfaction**

Items	Mean	SD
I am satisfied with my current job	3.56	1.373
I feel sense of pride in doing my job	3.63	.483
I am enjoying doing my job	3.74	1.054
I am convinced with the fringe benefits provided	2.46	.986
I am satisfied to leadership style	3.10	.903
I am satisfied work climate	3.54	.986
I get training whenever there is a need & it’s fairly distributed to all	2.54	.986
I am satisfied with long term benefit	3.90	1.008
<b>Grand Mean</b>	<b>3.31</b>	

**Source: own computation, 2024**

The above table shows the Job Satisfaction related question with regard to current job satisfaction. This respondents have explained their level of agree with mean score value 3.56. This implies respondents satisfied their current job. For question sense of pride doing job. This respondents have explained their level of agreement with mean score value 3.63, which indicates the respondents satisfied. For question of job enjoyment. This respondents have explained their level of agreement with mean score value 3.74, which implies the respondents

enjoying doing their job. For question of fringe benefit. This respondents have explained their level of disagreement with mean score value 2.46, which implies employees didn't convince with the fringe benefits provided at Bunna Bank. For question of leadership style. This respondents have explained their level of neutral with mean score value 3.10. For question of work climate. This respondents have explained their level of agreement with mean score value 3.54, which indicates respondents satisfied work climate at Bunna Bank. For question of fairly distributed training. This respondents have explained their level of disagreement with mean score 2.54. This shows that respondents believed it is not fairly distribute training at Buna Bank. For question of long term benefit. This respondents have explained their level of agreement with mean score value 3.90. This implies employees satisfied with long term benefit their organization.

In general based on the above descriptive statistics Job Satisfaction related questions agreement level except fringe benefit and training. The respondents have explained their level of disagreement level with fringe benefit and training.

**Table: 6. Descriptive statistics of Career Development**

Items	Mean	SD
I am satisfied with the career development opportunities in my organization	3.37	1.148
My organization provides adequate training for career advancement	3.92	.520
I believe there is a clear career path for me in this organization	3.90	1.082
My job role aligns with my career goals.	3.37	1.230
I feel my skills and talents are being fully utilized in my current role	3.72	.448
<b>Grand Mean</b>	<b>3.66</b>	

**Source: own computation, 2024**

The above table shows the Career Development related question with regard to career development opportunities. This respondents have explained their level of agreement with mean score value 3.37. This shows that employees at Bunna Bank satisfied with the career development opportunities. For question of the organization career advancement. This respondents have explained their level of agreement with mean score value 3.92. This shows the employees believed that organization provides adequate training for career advancement. For question of clear career path. This respondents have explained their level of agreement with mean score value 3.90. This indicates the employees believed that there is clear career path at

Bunna Bank. For question of job role aligns with career goals. This respondents have explained their level of agreement with mean score value 3.37. This indicates the employees satisfied with career goals at Bunna Bank. For question of skill and talent fully utilized. This respondents have explained their level of agreement with mean score value 3.72. This shows the employees believed that skills and talents are being fully utilized at Bunna Bank.

In general based on above descriptive statistic career development 3.66 the grand mean in the study area as the result indicates the majority respondents agreement with the statement related to Career Development. Therefore, Bunna Bank had better maintained this practice.

**Table: 7. Descriptive statistics of Employee Motivation**

Items	Mean	SD
I find my work to be stimulating and engaging	3.19	1.119
The bank recognizes and rewards good performance.	3.45	1.079
Salary increments are provided based on performance	3.27	.756
Adequate insurance and medical facilities are available	4.35	.899
The work environment involves modern technology	2.72	.752
I feel inspired to do my best at work	3.37	1.073
I am motivated to go the extra mile at work	2.81	.717
<b>Grand Mean</b>	<b>3.29</b>	

**Source: own computation, 2024**

The above table shows the Employee motivation related question with regard to work stimulating and engaging. This respondents have explained their level of neutral with mean score value 3.19. For question rewards for good performance. This respondents explained their level agreement with mean score value 3.45 which indicates employees believed that bank recognizes and rewards good performance. For question salary increments. This respondents level of neutral with mean score value 3.27. For question of adequate insurance and medical facilities. This respondents level of agreement with mean score value 4.35 which implies the respondents satisfied with adequate insurance and medical facilities. For question of modern technology. This respondents level of neutral with mean score value 2.72. For question of inspired to do best at work. This respondents level of agreement with mean score 3.37 which implies the respondents satisfied with inspired to do their best at work. For question of motivated to go the extra mile. This respondents level of neutral with mean score value 2.81.

In general based on the above descriptive statistics Employee motivation related questions respondents have explained their level of neutral with grand mean score **3.29** which implies that the respondents neutral with the statement of Employee motivation practice in the Bunna Bank.

**Table: 8. Descriptive statistics of Working Environment**

Items	Mean	SD
The working environment in my organization is comfortable and safe	3.38	1.236
My organization has a positive and supportive culture	3.54	.782
I have the resources and tools I need to perform my job effectively	3.74	1.217
My workload is manageable and reasonable	2.91	1.166
My organization values work-life balance	3.01	.606
<b>Grand Mean</b>	<b>3.32</b>	

**Source: own computation, 2024**

The above descriptive statistics show working environment related question with regard to comfortable and safe environment. This respondents have explained their level of neutral with mean score value 3.38. For question of positive and supportive culture. This respondents have explained their level of agreement with mean score value 3.54 which is the employee believed that positive and supportive culture at Bunna Bank. For question of resource and tools supply. This respondents have explained their level of agreement with mean score 3.74. This implies employees believed that they have resources and tools they need to perform their job effectively. For question of workload manageable and reasonable. This respondents have explained their level of neutral with mean score value 2.91. For question of work – life balance. This respondents have explained their level of neutral with mean score value 3.01.

In general based on the above descriptive statistics Working Environment related question respondents have explained their level of neutral with grand mean score **3.32**.

**Table:9. Descriptive statistics of Turnover Intention**

Items	Mean	SD
I am not very happy to spend the rest of my career with BB	3.63	.978
I will not very hard for me to leave my bank right now, even if I wanted to	3.20	1.341
I will not continue to work in the bank even if bank will provide me annual increase	3.28	1.539
I don't feel guilty if I left my bank now	3.02	1.288
I am not totally satisfied with my existing organization , I think for switching	3.00	.850
I want to stay BB within a short period of time	4.54	.500
I like to work for some other company.	3.38	1.230
<b>Grand Mean</b>	<b>3.44</b>	

**Source: Own computation, 2024**

The above table shows that Turnover Intention related questions with regard to not happy to spend the rest of career. This respondents have explained their level of agreement with mean score value 3.63 which implies that the respondents dissatisfied with statement. For question of not hard to leave the bank. This respondent have explained their level of neutral with mean score value 3.20 . For question of not continue to work with out annual increase. This respondents have explained their level of neutral with mean score value 3.28. For question feel of guilty to leave the job. This respondents have explained their level of neutral with mean score value 3.02. For question of not satisfied with existing organization. This respondents have explained their level of neutral with mean score value 3.00 . For question of stay within short period of time , this respondents have explained their level of agreement with mean score value 4.54 which shows that employees don't want to stay in Bunna Bank along period of time. For question work other company. This respondents have explained their level of neutral with mean score value 3.38.

In general the above descriptive statistics shows the employees turnover related questions the respondents the grand mean value were 3.44 which indicates falls at agreement. This implies that employees are looking for other organization and they want to leave Bunna Bank.

**Table: 10. Summary Descriptive Statistics**

<b>Variable</b>	<b>Grand Mean</b>	<b>Std. Deviation</b>
Job Satisfaction	3.31	0.97235
Career Development	3.66	0.8856
Employee motivation	3.29	0.91357
Working Environment	3.32	1.009
Turnover Intention	3.44	1.10371

**Source: Own Computation, 2024**

The above descriptive statistics shows that Job Satisfaction related questions. This respondents have explained their level of neutral with grand mean score 3.31 and 0.97 SD. This result indicate the employees don't feel happy or disappointment as of their job satisfaction in Bunna Bank. The career Development descriptive statistics shows that ,the respondents have explained their level of agreement with grand mean score 3.66 and 0.89 SD. This indicate the employees are highly satisfied with career development in Bunna Bank. The Employee motivation related questions. This respondents have explained their level of neutral with grand mean score 3.29 and 0.91 SD. This implies the employees don't feel positive or negative influence with in the bank's job life. The working environment relate questions , the respondents have explained their level of neutral with grand mean score 3.32 and 1 SD. This shows the respondents don't feel interested or disinterested to engage in their work. The turnover intention related questions. This participants have explained their level of agree with grand mean score 3.44 and 1.1SD. This implies that employees are looking for other organization and they don't want to stay long time in Bunna Bank.

#### **4.4. Correlation Analysis**

Pearson correlation test was conducted to check the magnitude of correlation between the dependent variable (Turnover Intention) and independent variables, factor affecting Job Satisfaction, Career Development, Employee Motivation and Working Environment the dependent variable tested against each independent variables. To check the magnitude of correlation between the dependent and independent variables the following measure of association developed by Mac Eachron (1982) was used as a reference.

**Table: 11. The measures of associations and descriptive Objectives**

Measure of Association	Descriptive Adjective
> 0.00 to 0.20 ; < -0.00 to -0.20	Very weak or very low
> 0.20 to 0.40; < -0.20 to -0.40	Weak or low
> 0.40 to 0.60; < -0.40 to -0.60	Moderate
> 0.60 to 0.80; < -0.60 to -0.80	Strong or high
> 0.80 to 1.0; < -0.80 to -1.0	Very high or very strong

Source: This table is from MacEachron,

From the correlation matrix below, the researcher found the following results under each construct.

**Table: 12. Correlation Matrix**

		Correlations				
		Job Satisfaction	Career Development	Turnover Intention	Employee motivation	Working Environment
<b>Job Satisfaction</b>	Pearson Correlation	1	.			
	Sig. (2-tailed)					
<b>Career Development</b>	Pearson Correlation	.801**	1			
	Sig. (2-tailed)	.000				
<b>Turnover Intention</b>	Pearson Correlation	-.887**	-.847**	1		
	Sig. (2-tailed)	.000	.000			
<b>Employee motivation</b>	Pearson Correlation	.818**	.765**	-.933**	1	
	Sig. (2-tailed)	.000	.000	.000		
<b>Working Environment</b>	Pearson Correlation	.868**	.759**	-.902**	.878**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

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

Source: own computation, 2024

### **Correlation Analysis between Job Satisfaction and Turnover Intention**

The result of Pearson correlation test between the dependent variable Turnover Intention and the independent variable Job Satisfaction showed that, there is a strong negative relationship with ( $R=-.887^*$ ) at the significance level of ( $P<0.05$ ). According to MacEachron (1982) measure of association the magnitudes of relationship between the two variables are very strong.

### **Correlation Analysis between Career Development and Turnover Intention**

The result of Pearson correlation test between the dependent variable Turnover Intention and the independent variable Career Development showed that, there is a Strong negative relationship with ( $R=-.847^{**}$ ) at the significance level of ( $P<0.05$ ). According to MacEachron (1982) measure of association the magnitudes of relationship between the two variables are stronge

### **Correlation Analysis between Employee motivation and Turnover Intention**

The result of Pearson correlation test between the dependent variable Turnover Intention and the independent variable Employee motivation showed that, there is a Strong negative relationship with ( $R=-.933^{**}$ ) at the significance level of ( $P<0.05$ ). According to MacEachron (1982) measure of association, the magnitudes of relationship between the two variables are strong.

### **Correlation Analysis between Working Environment and Turnover Intention**

The result of Pearson correlation test between the dependent variable Turnover Intention and the independent variable Working Environment showed that, there is a strong negative relationship with ( $R=-.902^{***}$ ) at the significance level of ( $P<0.05$ ). According to MacEachron (1982) measure of association, the magnitudes of relationship between the two variables are very strong.

## **4.5. Multiple Regressions Analysis**

To find out the linear relationship between dependent variable and with more than one independent variable linear multiple regressions is used. The factors such as Job Satisfaction, Career Development, Employee motivation and Working Environment treated as independent

variables and Turnover Intention as dependent variables. To develop the regression line formula, the dependent and the independent variables are denoted as, (X1= Job Satisfaction, X2= Career Development, X3= Employee motivation, and X4= Working Environment) and the dependent variable, Y= Turnover Intention.

### Assumptions

On the process of developing the equation of multiple regression, the researcher conducted the assumption that have to be fulfilled before testing multiple linear regression which are the assumption of normality, linear relationship, homoscedasticity and multicollinearity are discussed using SPSS. Model summary of the regression result, the ANOVA, standardized  $\beta$  coefficients have been presented to find out all the necessary relationships between the dependent variable (Turnover Intention.) and independent variables (factors).

#### Assumption 1

**Table: 13. Multicollinearity Test**

		Tolerance	VIF
1	Career Development	.366	2.735
	Employee motivation	.244	4.102
	Job Satisfaction	.051	9.781
	Working Environment	.065	5.437

**Source: own computation, 2024**

Analysis of multicollinearity statistics shows this assumption has been meeting as VIF score were below 10 and tolerance score above 0.1. So there is no multicollinearity problem.

#### Assumption 2

**Table: 14. Heteroscedasticity Test**

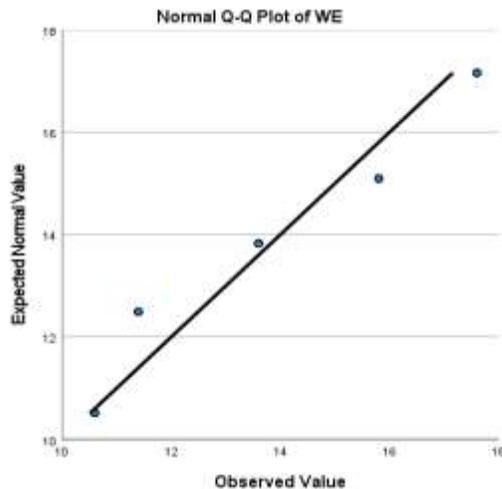
<b>Breusch-Pagan Test for Heteroscedasticity<sup>a,b,c</sup></b>		
Chi-Square	Df	Sig.
36.475	1	.000
a. Dependent variable: Turnover Intention		
b. Tests the null hypothesis that the variance of the errors does not depend on the values of the independent variables.		
c. Predicted values from design: employee motivation+ Job satisfaction + Career Development + working Environment		

The interpretation of Breusch-Pagan test is done using the p value, if the p value is less than 5% significant level it is the indication of no heteroscedasticity. Accordingly as show the table above the result of the test shows there is no heteroscedasticity problem since the p value is less than 5% significant level.

### **Assumption 3:**

The P.P plot for the model suggested that the assumption of normality of the residual have been meeting or the graph shows that the normality test the variable are normally distributed which mean the distribution of the variable are normally distributed.

**Figure 2. Normality test**



### **Assumption 4**

Linearity the regression model is linear with the parameter and the variable to the Pearson correlation coefficient can be used to assess the linearity assumption, and the above correlation result indicates that the linearity assumption is partially fulfilled.

**Table: 15. Model Summary.**

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.963 <sup>a</sup>	.927	.925	1.08019	.927	477.587	.000

**Source: own computation, 2024**

The regression model considered employee turnover intention as dependent variable and the factors affecting employee turnover intention for the individual factor as the independent variables. A multiple regression analysis is conducted to evaluate how well the four predict employee turnover intention. As it is depicted above the table, the linear combination of the four factors is significantly related to employee turnover intention ( $R^2 = .92$ ,  $F = 477.58$  and  $P < 0.001$ ). This means that, 92% of the positive variance of employee's turnover intention in the sample can be accounted for by the linear combination of the four factors that affect employee turnover intention which are career development, job satisfaction, employee motivation and Working environment. This indicate that a perfect fit where the model accurately predicts the dependent variable based on the independent variable.

**Table: 16. ANOVA Result**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	72.607	4	18.152	542.718	.000 <sup>b</sup>
Residual	5.050	151	.033		
Total	77.657	155			

**Source: own computation, 2024**

The table above shows that the sig (ANOVA  $P = 0.000$ ) and it was indicated the overall significance of the model. Generally the ANOVA Analysis table above clearly depicted or

explained the existence of the relationship between the independent variable which were career development, job satisfaction, employee motivation and Working environment. The dependent variable turnover intention with the normality distribution of the data or the overall significant of the variables at a significant level of 5%.

**Table: 17. Regression results for factors that affects Employees turnover**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.780	.086		67.116	.000
Career development	-.140	.025	-.206	-5.626	.000
Employee motivation	-.350	.034	-.478	-10.406	.000
Job satisfaction	-.174	.042	-.195	-4.161	.000
Working environment	-.161	.053	-.157	-3.042	.003

Source: own computation, 2024

### The Multiple Linear Regression Result

$$Y=5.780-0.140 X1-0.350 X2-0.174X3-0.161X4$$

The regression model points out the relationship between the dependent and the independent variable. The model result suggested that career development, employee motivation, job satisfaction and working environment are significant at  $p<0.05$ .

The first variable coefficient of career development, result of the model shows that  $\beta=-0.140$  this implies that a one unit of career development increase will lead to a decrease on turnover intention by 14%. This can lead to higher level of engagement as employees are motivated to develop their skills and advance in their careers in the study area, reducing their intention to leave. The literature shows that the result of empirical studies and against the proposition that turnover intention is negatively related to its career development.

The second variable coefficient of Employee motivation has  $\beta =-0.350$  this means that a one unit increment of Employee motivation will lead to a decreasing turnover intention by 35%.

The third variable coefficient of Job satisfaction  $\beta = -0.174$  this means that a one unit increment of Job satisfaction will lead to a decreasing turnover intention by 17.4%.

The fourth variable coefficient of working environment  $\beta = -0.161$  this means that a one unit increment of working environment will lead to a decreasing turnover intention by 16.1%. In conclusion the above multiple linear regression model result shows the independent variables are a negatively statistical significant of the dependent variable in the study area.

### 19. Summary of hypothesis testing result

Alternative Hypothesis	Statement	Test statistics T. tests (Sign )	Result
Ha	Career development has a significant effect on employee turnover intention	$\beta = -0.140$ (0.000)	Accepted
Ha	Job satisfaction has a significant effect on employee's turnover intention	$\beta = -0.174$ (0.000)	Accepted
Ha	Employee Motivation has a significant effect on employee's turnover intention	$\beta = -0.350$ (0.000)	Accepted
Ha	The working environment has a significant effect on employee turnover intention	$\beta = -0.161$ (0.000)	Accepted

**Source: own computation, 2024**

According to the multiple linear regression model result suggested that career development, employee motivation, job satisfaction, and working environment are significant at  $p < 0.05$  hence reject the null hypothesis based on the p value results. The listed factors or independent variables are statistically significant and affects the dependent variable turnover intention negatively in the study area. Different research and literature sport our findings for instance According to Shukla and Sinha (2013) indicated that work environment, job stress, compensation (salary), employee relationship with management and career growth significantly influenced employee turnover in banking sector. According to (Palazzo & Kleiner, 2002) found that job satisfaction have significant negative association with turnover intention. Also job satisfaction had a relationship with employee's intention to leave their job. The study of Kuvaas (2006) and Vansteenkiste et al. (2007) suggest that intrinsic motivation is negatively correlated with turnover intentions.

## **CHAPTER FIVE: SUMMARY OF MAJOR FINDINGS**

### **5.1 Summary of Major Findings**

The general objective of this study was to examine the effect of the factors influencing employee turnover intention in Bunna Bank. In its systematic analytical process, it used four independent variables i.e. (Career development, employee motivation, job satisfaction and working environment) and dependent variable Turnover intention. Moreover, quantitative method of analysis, particularly descriptive and regressive was used to one or more independent variables predict the value of the dependent variable. In the first section of descriptive analysis; mean score, standard deviation and grand mean of each item were presented and the grand mean was used to interpret the data.

- The descriptive analysis indicated that from the four factors that influence turnover intention only career development was found in the range of agreement level. This means the employees are satisfied with career development give for their services as an employee of the BB. The three other factors were found to be with in the neutral level. Job satisfaction, Working environment and Employee motivation all are with in the range of neutral.
- From job satisfaction all items lie between 3.1 to 3.9 agreement level except fringe benefits and fairly distributed training. Employees are not satisfied with fringe benefits and they don't believe fairly distributed training to all in Bunna Bank.
- It is found that employees are looking for better job opportunity from other organization and decided to leave the BB, because the majority of respondents agree to leave as soon as they find a better opportunity from outside, the majority respondents agreement that they want stay BB within short period.

- Pearson correlation analysis was conducted to check the magnitude of correlation between the dependent variable (turnover intention) and independent variables (Career development, employee motivation, job satisfaction and working environment.). Accordingly, the factors were Career development, employee motivation, job satisfaction and working environment negatively associated with turnover intention.
- Model summary of the regression result, the ANOVA, standardized coefficients have been presented to find out all the necessary effect between the dependent variable (Turnover intention) and independent variables (factors) and the output shows the variables are statistically significant.
- As it is depicted in the analysis part  $R^2$  result the linear combination of the four factors are significantly affect employee turnover intention ( $R^2 = 0.92$ ,  $F = 477.58$  and  $P < 0.001$ ). This means that 92% of the positive variance of employee's turnover intention in the sample can be accounted for by the linear combination of the four factors that affect employee turnover intention which are career development, job satisfaction, employee motivation and working environment.

Multiple regressions analysis was applied to see the effect of the independent variables on the dependent variable and the result obtained was that Career development, employee motivation, job satisfaction and working environment are negatively and statistically significant to influence turnover intention in Buna Bank.

## **5.2 CONCLUSION**

According to the descriptive statistics results majority respondents satisfied with career development. Therefore Bunna Bank should sustain the quality it has towards career development. The rest of other factors such as working environment, Job satisfaction and employee motivation were neutral.

The researcher found that the main reason for employee turnover at Bunna Bank were fringe benefit and training .Majority respondents not happy with fringe benefit and also don't believe with fairly distributed training. This effect lead to high employee turnover intention. Therefore,

Bunna Bank should be enhance employee fringe benefit and fairly distributed training program to reduce employee turnover.

Hence according to the Pearson correlation result we can concluded that job satisfaction and working environment have a strong negative relationship with turnover intention ( $R=-0.887^*$ ) and ( $R=-0.902^*$ ) respectively at the significance level ( $P<0.05$ ). This means job satisfaction higher level and turnover intention less at BB and also working environment higher level and the employees are not looking for other organization .

The multiple linear regression model result suggested that career development, employee motivation, job satisfaction and working environment are significant at  $p<0.05$ . The finding of the study indicates that the explanatory variables such as employee motivation, working environment, job satisfaction and career development are considered as vital factors for inducing the turnover intention in the study area. To this end, the explanatory variable such as employee motivation, working environment, job satisfaction and career development and the dependent variable turnover intention has negative significant relationship. This result implies that the explanatory variables change the dependent variable too.

### **5.3. RECOMMENDATION**

It is crucial to look at the components to lower the intention of turnover. The studies and recommendations would be helpful to the bank, which would also give insight in to how they should operate going forward. The examination of the factors influencing turnover intention at Bunna Bank produced the following recommendations which were sent based on the results, findings and conclusions mentioned above. As a result the researcher's potential recommendations are listed below.

- It is found that fringe benefit was major reason for employees turnover intention. Therefore, the bank should be revise its fringe benefit policy in order to reduce turnover intention. For this, the company should always stay alert of what's happening the external environment and make sure it's fringe benefit is competitive and sufficient enough to retain its talents

- It is found that training was other major reason for employee turnover intention Therefore, the bank had better to fairly distributed training program to all employees in order to retain its employees. I recommend that training should base on year of service, academic achievement and level of position to maintain clarity
- The researcher concluded that in the case of selected study area the five factors have a significant influencing on employee turnover intention. Then, the researcher recommended that in order to reduce the employee turnover intention, Bunna Bank's management had better focused this factors i.e career development, employee motivation, job satisfaction and working environment.
- It is clear that unless the working environment is suitable/conducive employee turnover is inevitable. So it is better for Bunna Bank to make the working environment is more attractive for every employees.
- Job satisfaction is also important to maintain the employees in the bank, Job satisfaction can be brought by quality of work and Motivated employees always look after their company. Because they know the more their effective and efficient they are the one benefit beyond their company. So Bunna Bank should be motivate its employee, which enable it to retain their employees and to make more profit.

#### **5.4. LIMITATION OF THE STUDY**

The researcher expected several limitations related to the data collection process. First, the bank work environment did not calm, and employees might not have the time or inclination to think critically while filling out the questionnaires. This could lead to negligent, introducing response bias and undermining the accuracy and reliability of the data collected. Therefore, efforts was made to ensure clarity and simplicity in the questionnaires. Secondly, the study focuses mainly on four factors that influencing turnover intention. However, as acknowledged, there are likely to be other factors contributing to turnover intention that were not investigated. This limitation restricts the comprehensive understanding of turnover intention and may limit the applicability and generalizability of the study's findings. To address these limitations, the researcher could consider other potential factors that affect turnover intention.

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## APPENDIX I

St. Mary's University

School of Graduate Studies

Master of Business Administration

A questionnaires to be filled by Employees of Bunna Bank S.C

Dear respondent,

This questionnaire is designed to collect data for academic research purposes as part of the requirement for the award of MSc Degree in Business Administration. The aim of the research is examining Factors Influencing Employee's Turnover Intention: The Case of Bunna Bank in Addis Ababa. Your responses will be strictly treated as confidential and used only for the research purpose.

Thank you in advance for your cooperation and assistance.

If you have any question about this questionnaire, please contact me via 0912066441.

### General Survey instructions:

- ✓ You are not required to write your name in this questionnaire.
- ✓ Please tick (✓) or circle or make a brief writing where necessary.

### Part I: Demographic Information

**Direction:** Please put sign (✓) in the box that corresponds to your response about your profile.

1. Gender:  Male  Female

2. Educational Qualification:

Certificate  Diploma  FirstDegree  
 Master  Doctorate (PHD)  others

3. Work experience:

Less than 3 years  3-5 years  6-8 years  
 9-11 years  12-15 years  above 15 years

4. Marital status:

Single  Married  Divorced  Widowed

## Part II: Factors Affecting Employee Turnover Intention

**Direction:** Please read each of the following statement and please tick (√) to indicate your level of agreement or disagreement with each of the following attributes.

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

No.	Item	1	2	3	4	5
	<b>Job Satisfaction</b>					
1	I am satisfied with my current job					
2	I feel sense of pride in doing my job					
3	I am enjoying doing my job					
4	I am convinced with the fringe benefits provided					
5	I am satisfied to leadership style					
6	I am satisfied work climate					
7	I get training whenever there is a need & it's fairly distributed to all					
8	I am satisfied with long term benefit					
	<b>Career Development</b>					
1	I am satisfied with the career development opportunities in my organization					
2	My organization provides adequate training for career advancement					
3	I believe there is a clear career path for me in this organization					
4	My job role aligns with my career goals.					
5	I feel my skills and talents are being fully utilized in my current role					
	<b>Employee motivation</b>					
1	I find my work to be stimulating and engaging					
2	The bank recognizes and rewards good performance.					
3	Salary increments are provided based on performance					
4	Adequate insurance and medical facilities are available					
5	The work environment involves modern technology					
6	I feel inspired to do my best at work					
7	I am motivated to go the extra mile at work					

	<b>Working Environment</b>					
<b>1</b>	The working environment in my organization is comfortable and safe					
<b>2</b>	My organization has a positive and supportive culture					
<b>3</b>	I have the resources and tools I need to perform my job effectively					
<b>4</b>	My workload is manageable and reasonable					
<b>5</b>	My organization values work-life balance					

### **Turnover Intention**

**Instruction:** Below is a statement with which you may agree or disagree. Using the 1 – 5 scale below, please tick (√) to indicate your level of agreement or disagreement with each of the following attributes.

(1) Strongly Disagree (2) Disagree (3) Neutral (4) Agree (5) Strongly Agree

<b>No.</b>	<b>Item</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	I am not very happy to spend the rest of my career with BB					
2	I will not very hard for me to leave my bank right now, even if I wanted to					
3	I will not continue to work in the bank even if bank will provide me annual increase					
4	I don't feel guilty if I left my bank now					
5	I am not totally satisfied with my existing organization , I think for switching					
6	I want to stay BB within a short period of time					
7	I like to work for some other company.					

**Thank you for your time and cooperation!**