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Determinants of Employee Turnover Intention: The Case of Bonga University, Ethiopia

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ABSTRACT

The study aimed to evaluate the factors that influence employees' turnover intention at Bonga University. The study employed both descriptive and explanatory research design with qualitative and quantitative approaches. The total population of the study was 1504 Academic and Administrative employees of Bonga University. To determine the actual sample, the researcher used a simple random sampling technique for employees to give them an equal chance, and close-ended, questionnaires were used for data collection. The instrument's reliability was tested using the Cronbach alpha test. Data was analyzed using descriptive and inferential statistical methods, using SPSS to estimate causal relationships between employee factors and turnover intention. The finding of the study revealed that all six independent variables have a positive and significant influence on Employee turnover intention and have negative relationship. The mean result has shown most employees in the organization were dissatisfied. Besides the independent variable has significantly explained 74.3% of the variation in Employee turnover intention whereas the remaining 25.7% of its variation may be explained by other variables that were not examined in this study. Based on the findings of the study, it was recommended that the organization must understand the needs of its employees, which will help organizations, adopt certain strategies to reduce turnover.

Keywords: *Internal Career Progression Opportunities, Job Satisfaction, Organizational Commitment, Perceived Organization Support, Salary, Turnover Intention, And Work Environment*

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the study

Employee turnover is a significant issue in the globalized period, impacting organizations at all levels and costs (Zürich, 2020). It reduces HR, affects the environment, and affects the profitability, efficiency, and effectiveness of organizations, as human capital is the foundation of any organization (Shahzad et al., 2019). Organizational performance in the public sector is complex and requires evaluating success using various standards and metrics. A restrictive set of requirements ensures stakeholders understand performance (Warhurst, 2012).

High turnover rates can negatively impact an organization's performance. Despite globalization and increased competition, firms must continue producing goods and services based on employee-generated strategies (Kim, 2016). Talented personnel contribute significantly to an organization's competitive edge. Organizations maintain competitiveness by maintaining qualified staff and reducing high turnover. High turnover negatively impacts the organization's costs, knowledge loss, and understaffing. Identifying factors influencing turnover intentions is crucial to prevent exodus and maintain a competitive edge. By addressing turnover intentions, organizations can maintain a competitive edge (Živković et al., 2023).

Porter, Woo, and Campion (2016) differentiated between internal and external labor turnover. Internal turnover involves employees leaving their roles, offering benefits like increased morale and project disruption. Conventional human resource practices can regulate and control internal turnover. Turnover refers to an employee leaving an organization due to a combination of organizational, psychological, and working environments (Bradley, 2020), crucial for public universities to maintain a competitive edge (Mohammed, 2023).

Turnover intention refers to an individual's conscious decision to stay in their current position or leave (Legbeti, 2021). Universities, as hubs of economic development (Niyas and Siraji, (2018), rely heavily on the dedication and intellectual prowess of their academic staff. However, the competitive corporate environment is causing deterioration

in these resources, leading to employee turnover. Studies have investigated the reasons behind and consequences of employee turnover, particularly in profit-based organizations like Ethiopia's public sector (Masturoh and Anggita, 2018).

Bonga University, a fourth-generation Ethiopian university, employs 530 academic and 974 administrative staff members across seven colleges. The 2023 G.C. human resource management report shows that employees are forced to leave academics for teaching (Kovalainen, 2022) or private consulting due to inadequate compensation and incentive schemes. This study investigates the determinants of employee turnover at Bonga University, addressing a theoretical gap and highlighting the impact of turnover on organizational effectiveness.

1.2 Statement of the Problem

Organizational competitiveness has increased due to various factors, and maintaining it requires strategic advantages, including managing high turnover and maintaining competent employees to achieve higher effectiveness (Shahzad et al., 2019). Employee turnover is a significant issue for organizations, especially in universities, affecting their ability to expand and succeed, often indicating work-related issues (Hassan et al., 2023).

As the demands on the remaining employees mount, modest turnover rates can quickly rise and cause major operational problems (Lyda, 2016). Islam *et al.*, (2013), Alarcon and Edwards, (2011), Paul and Kee, (2020), Viera Valencia and Garcia Giraldo, (2019) Ayres, (2014), and McKnight, Phillips and Hardgrave, (2009) conducted earlier research address the knowledge gap on employee turnover management by identifying factors contributing to it, thereby improving organizational efficiency. The study suggests reducing staff attrition to boost productivity in organizations. While new leadership and ideas can benefit, it's a costly and time-consuming issue. Employee turnover can lead to organizational disruption and a negative impact on achieving goals (Bhatti et al., 2016), especially when employees leave rival companies.

Human resources are thought to be the foundation of all economic development processes, and the competitive business environment of today is driving social conditions of human resources to deteriorate, which in turn is leading to employee turnover (Anwar & Abdullah, 2021). University education differs depending on the quantity and caliber of academic faculty. Therefore, compared to most other organizations, higher education

institutions rely more on the dedication and intellectual and creative prowess of their academic staff. Because of this, keeping this group of employees on board is vitally important (Opot et al., 2021).

The university's unresolved issues, including job dissatisfaction, organizational commitment, unhealthy work environment, inadequate pay, flexible scheduling, high hiring costs, and potential employee departures, could hinder its vision and competitiveness (Gajendra Naidu et al., 2021). Getnet's (2020) study on academic staff turnover intention at Bonga University aimed to evaluate key variables, including individual, internal, and external factors. It did not consider administrative staff, indicating a gap for further research. This is the first study to consider both administrative and academic staff.

1.3 Research questions

1. Does organizational commitment affect employee turnover at Bonga University?
2. To what extent work environment influence employee turnover at Bonga University?
3. Does salary influence employee turnover at Bonga University employee?
4. Does job satisfaction affect employee turnover at Bonga University?
5. Does the internal career growth opportunity have effects on employee turnover at Bonga University?
6. Does perceived organizational support affect employee turnover in the study area?

1.4 Objective of the study

1.4.1. General Objectives

The main objective of this study was to assess the determinants of employee' turnover intention in the case of Bonga University.

1.4.2. Specific Objectives

Under the umbrella of general objective, the study was guided by the following specific objectives:

- ❖ To identify the effect of organizational commitment on employee turnover at Bonga University
- ❖ To examine the effect of the work environment on employee turnover at Bonga University
- ❖ To find out the effect of salary on employee turnover at Bonga University.
- ❖ To identify the effect of job satisfaction on employee turnover at Bonga University
- ❖ To examine the effect of internal career growth opportunities on employee turnover at Bonga University
- ❖ To identify the effect of perceived organization support on employee turnover in Bonga University

1.5 Research Hypothesis

The researcher intends to test the following hypotheses

HO (1): There is a negative and significant relationship (association) between organizational commitment and employee turnover intention.

HO (2): There is a negative and significant relationship (association) between the work environment and employee turnover intention.

HO (3): There is a negative and significant relationship (association) between salary and employee turnover intention.

HO (4): There is a negative and significant relationship (association) between job satisfaction and employee turnover intention.

HO (5): There is a negative and significant relationship (association) between the internal career growth opportunity and employee turnover intention.

HO (6): There is a negative and significant relationship (association) between the perceived organization support and employee turnover intention.

1.6 Significance of the study

The study contributes a great role for the research community, policymakers, and case organizations.

1) Research Community

The study's findings will benefit the research community by providing a reference for predicting factors contributing to employee turnover intention, and contribute to those seeking information on similar issues. It addresses turnover issues in universities.

2) Academics/Researchers

This study provides a deeper understanding of employee turnover intention and its impact on organizational effectiveness. It aids academicians in broadening the prospectus and serves as input for further research in the area of work turnover.

3) Governmental Policy Makers

This study's findings will aid the government in policy formulation and developing a framework for employee turnover intention, assisting policymakers and institutions in considering factors contributing to turnover intention.

1.7 Scope of the Study

The study aimed to assess employee turnover intention at Bonga University, considering organizational commitment, work environment, salary, job satisfaction, and internal career growth opportunities, using a mixed research approach and cross-sectional survey from February to April 2024.

1.8 Definition of the term

Turnover intention is any desire of employees to sign out from their company (Bhatti et al., 2016).

Involuntary Turnover is defined as the movement across the membership boundary of an organization, which is not initiated by the employee (Rajdeep Chaurasia, 2016).

Job satisfaction: The job satisfaction of the employee is influenced by some factors, as follows (Destari et al., 2018).

Career Growth Opportunities: Career growth opportunities significantly reduce turnover (Weng & McElroy, 2012), as employees who are offered growth opportunities are more likely to stay with the organization.

Organizational environment: The organizational environment can lead to increased turnover, as strict rules and working conditions can cause stress and dissatisfaction among employees (Callado et al., 2023).

1.9 Organization of the Paper

The research thesis comprises five chapters: background, problem statement, objectives, research questions, hypothesis, significance, scope, limitations, literature review, methodology, data analysis, findings, discussion, and summary of major findings, conclusions, and recommendations.

CHAPTER TWO

2. RELATED LITERATURE REVIEW

2.1 Theoretical review

2.1.1 Definition of Turnover

Employee turnover, or labor turnover, wastage, or attrition, is the percentage of employees leaving an organization. It can be costly and disruptive (Tabarearno et al., 2019), with the average rate being the proportion of workers leaving compared to those hired (Effiong et al., 2017). The costs of replacing departing staff with new hires also increase.

Turnover intention is an employee's desire to leave their firm (Segmentation et al., 2019), influenced by job satisfaction and organizational commitment. Employees' voluntary resignation is the primary cause of turnover (Yuanita and Sumiarti, (2023). Higher job satisfaction and commitment lead to a lower intention to leave (Wahyono and Riyanto, (2020).

2.1.2 Why Intention to Leave or the Process of Quitting

Early research suggests that workers only end their relationship with their employer if it's desirable and easy to move on. Labor turnover occurs gradually, with employees assessing their current position and workspace (Aman, 2017). Job discontent often

influences their decision to stay or leave, but they may also consider seeking a new position and compare alternatives (Kuria et al., (2012).

Employees evaluate occupations based on factors like salary, organizational laws, Hertzberg hygiene elements, task monotony, and burnouts. Bhagwandeem's paradigm suggests ten stages for employees when leaving or changing jobs (Bhagwandeem, (2008).

2.1.3 Turnover Process Models

Numerous studies have developed a causal model identifying factors affecting voluntary turnover, focusing on behavioral, attitudinal, and decisional elements (Barak, 2001). Three models have significantly influenced research on turnover behavior.

2.1.3.1 March & Simon's Model

Gialuisi's research on voluntary turnover is based on the March and Simon (1958) framework (Gialuisi, 2023), which emphasizes the importance of workers' decisions based on their interactions with the business (Mano, 1994), particularly their decision to participate (Bowen & Siehl, 1997). March and Simon's model suggests incentives and contributions balance organizational efficiency, reducing employee turnover, but has drawbacks like static understanding and neglecting role stress and commitment (Morrell, 2001).

2.1.3.2 Mobley's Model

Mobley's psychological turnover process has significantly influenced turnover studies over the past decade (Mobley, 1977). His heuristic model, based on earlier studies, outlines a series of cognitive steps to decide whether to fire an employee (Porter and Steer's, 1973). These steps include assessing the current position, determining the employee's emotional satisfaction, assessing the costs of resigning, and considering alternatives. If the costs are low, the employee may consider giving up. If the alternatives are favorable, the employee may choose to quit. This model has been expanded upon by other researchers.

Mobley's model lacks empirical support for conceptual distinctions between explanatory categories (Hom and Griffeth, 1991). Later models improved it, suggesting a

potential intermediate stage in the turnover process (Hom and Griffeth, 1991), with "Intentions to Quit" occurring before "Intentions to Search."

2.1.3 Types of Turnover

Different literatures classified employee turnover in different categories. Organizations are required to have an in-depth understanding of why employee leave or stay, as well strategy to manage turnover among the valued employees.

2.1.3.1 Internal versus External

There are two types of turnover: internal and external. Employees who leave an organization to take a new position within it are said to be engaging in internal turnover (Al-Suraihi et al., 2021). Internal turnover can have both beneficial effects, like more employee dedication and motivation, and detrimental effects, like project or relationship disruption. For this reason, it may be just as vital to keep an eye on internal turnover as it is on exterior turnover. Typical HR tools, including formal succession planning or an internal recruitment policy, can help reduce and manage internal turnover (Wikipedia, the free encyclopedia).

2.1.3.2. Voluntary attrition versus involuntary attrition

Employee attrition can be classified as voluntary or involuntary (Gajendra Naidu et al., 2021). Voluntary attrition involves self-initiated movement across an organization's membership boundary (Ravn & Simonsen, 2020), such as retirement. It's crucial for maintaining competitiveness due to the importance of intellectual capital (Boudreau and Ramstad, 2007; Lepak and Snell, 2002; Wright and McMahan, 1992). Involuntary attrition, on the other hand, is migration outside the organization's membership boundary not initiated by an employee (Price, 1977).

Voluntary attrition refers to an employer's decision to terminate an employee's job (Casico and Bourdeau, 2008), with two types: functional and dysfunctional. Functional attrition occurs when underachievers leave, while dysfunctional attrition occurs when the best workers leave (Ravn & Simonsen, 2020).

Factors such as organizational factors, employee traits, job expectations, and values influence an employee's intention to quit (Mobley, 1979, quoted in Josha & Shewta,

2009). Functional turnover, which includes accepted resignations due to subpar performance or inability to fit in Torrington (2008), is considered wasted money and missed opportunities. Some voluntary turnover can be prevented, but avoidable factors like job satisfaction can be managed by revamping positions for greater challenge and skill development.

2.1.5 Reasons for Employee Turnover

Unavoidable turnover occurs due to factors beyond an organization's control (Torrington, D., 2008), making it crucial to differentiate between preventable and unavoidable factors. Reasons for job resignation vary, with some being more significant than others. The primary reasons for job resignation require a unique response from the company.

2.1.4.1 Push factors

Push factors cause unwelcome turnover because they incite dissatisfaction with the workplace or the organization. Such resignations are attributing to a variety of problems. The most frequent precipitating elements include a lack of development chances, boredom, inefficient management, low employee involvement, and plain personality conflicts (mohammad et al., 2022).

All of these problems are easily handle by organizations. The primary cause of the high number of failures is the lack of systems for identifying indicators of discontent. Employee dissatisfaction will unavoidably lead them to look elsewhere if they are not getting the chance to address their issues.

2.1.4.2 Pull factors

Rival employers attract workers due to pay scales, professional advancement, career opportunities, collaboration, and travel time. To prevent staff loss, businesses should match or offer similar opportunities and compensation to rivals, ensuring a competitive advantage and a better standard of living for employees.

To prevent employee turnover, it's crucial to ensure staff members value their resources and communicate unique selling points effectively. Taylor (2002) found that push factors are more common than pull factors, with unhappy workers seeking better

jobs due to dissatisfaction with work conditions, lack of professional advancement opportunities, and strained relationships with their supervisors.

2.1.6 Factors of Employee Turnover

In conformity, Jha, Shewta (2009), and Price & Muller (1981) found that job satisfaction indirectly affects actual turnover. Factors influencing job satisfaction include compensation, advancement opportunities, direct supervisors, perks, policies, coworker relationships, work type, and internal communication (Lara, 2022).

Job satisfaction is a crucial aspect of occupational working life, as it influences loyalty and fewer plans to leave (Syuhaily Osman, 2010). Tariq, A. (2016), reported that employees' attitudes and behavior at work determine job satisfaction, and unmotivated or unprofessional employees may not fulfill their roles. Teachers need motivation to provide high-quality education, but not all have the same standards. Job satisfaction also refers to the discrepancy between employee expectations and actual benefits, leading to job turnover.

According to Kanwal and Tariq (2016), there is a negative correlation between job satisfaction and turnover intentions. Specifically, higher job satisfaction is associated with lower turnover intentions, while lower job satisfaction is associated with higher intentions.

External environmental factors - to the effect of economic conditions on driving and shaping employee turnover across the labor industry

Individual factors –Employee-specific factors that shape turnover decisions. Examples include age, length of service with the organization, gender, race, family responsibilities, education, personality, and other personal considerations.

Organizational factors - These refers to organizational policies and practices such as opportunities for progress, supportive management, supportive HR policies, organizational culture and other factors.

2.1.6.1 Job satisfaction

Studies show a correlation between job satisfaction and employees' intentions to leave. Factors like pay, job nature, supervision, advancement opportunities, and coworkers significantly impact job satisfaction Kumar & Gupta (2013). According to Sari (2010), Job satisfaction also includes employee attitude, accomplishments, and responsibility (Dziuba et al., 2020).

Kuswara et al. (2021) identified five elements affecting job satisfaction: job compatibility with employee needs, alignment with interests, promotion, workplace obstacles, and employee appreciation. These elements are part of the Job Description Index (Hajiali et al., 2022), which includes wage, job characteristics, supervision, promotion opportunities, and support from colleagues.

2.1.6.2 Wage or salary:

Wage, or salary, is the compensation an employee receives for their work, serving as a life insurance policy and significantly impacting their intention to leave the company (Na & Hipertensiva, 2022).

2.1.6.3 The Nature of Job: Employee satisfaction is influenced by job fit, personal responsibility, and learning opportunities (Na & Hipertensiva, 2022). A company's freedom to make decisions and trust in employee ability to resolve issues contributes to employee satisfaction. Task alignment with skill set aligns with an employee's ability to solve problems (Tupti & Lestari, 2021).

2.1.6.4 Organizational environment: The work environment can significantly impact employee turnover, with strict rules leading to increased unhappiness and the intention to leave the company. Companies should focus on creating a positive work environment to reduce turnover intentions and retain their valuable assets (Zhang et al., 2022).

2.1.6.5 Career Growth Opportunities: Career growth opportunities significantly impact employee turnover, if an organization fails to provide such opportunities, employees may leave the organization.

2.1.6.6 Perceived organization support: Organizational trust is crucial for perceived organizational support within a company, as workers feel their employer trusts them to perform their jobs. In today's competitive workplace, organizations cultivate a cooperative atmosphere and teamwork, broadening trust boundaries to refine employees' values (Li et al., 2022). Justifiable risk-taking is linked to perceived organizational support, driving good trust toward personnel.

2.1.7 Cost of Employee Turnover: Replacing departing employees incurs significant expenses, including job posting, hiring, onboarding, and training. Less experienced workers also incur losses (Torrington D, 2008). Larger companies using specialized recruiters may incur millions of pounds annually, but significant returns can be achieved if employee turnover decreases.

2.2 Empirical Studies

Organizational survival, prosperity, and growth are significantly influenced by personnel/human resource management operations. Performance, legal compliance, employee satisfaction, absenteeism, turnover, and accident rates are key components. Achieving objectives, effectively using employees' skills, and ensuring motivated staff recruitment and retention are essential for business success.

Human resources are crucial for senior management's strategic decisions, shaping an organization's future course. Environmental developments have forced strategic planning decisions to value organizational assets in dollars through human resource accounting, enhancing or limiting advantages and disadvantages.

Daniel's (2014) study examined the impact of job satisfaction on employees' intentions to leave Cimahi Textile Company in West Java, Indonesia. Findings showed that job satisfaction significantly influences turnover intention, with salary, colleagues, and advancement prospects not influencing turnover intention. Hays' (2015) study found that demographic factors such as age, education, gender, income, and tenure length significantly predict employee turnover intentions. However, no significant correlation was found between tenure duration, gender, and education.

Meskerem's 2010 study on academic staff turnover at Addis Ababa University revealed that female and lecturer staff leave more frequently. Strategies for retention included motivational mechanisms, compensation, a supportive academic environment,

and industry tie-ins. Aman Racho's (2015) study on employee turnover in Oromia Water Works Design and Supervision Enterprise found factors influencing turnover include working conditions, government policies, the external market, lack of result-oriented promotion, employee participation, work enrichment, job expansion, and incentive systems.

Mboya Deogratius (2009) studied worker turnover in public organizations in Ilala Municipal, finding pay disparities and a lack of tools contributed to underpaid employees seeking better opportunities. He suggested training for management staff and improving work environments and management styles across all municipal sections. Milanzi's (2008) study on labor turnover in the banking industry found low compensation, unequal treatment, and lack of communication as the main causes. She recommends transparency in compensation increases and promotions, and employee awareness of company output, clientele, and advantages.

Koh and Goh's (1995) conducted a Singapore study that analyzed job satisfaction in eight categories, focusing on financial reward, coworkers, physical working conditions, supervision, company identity, kind of work, amount of work, and career future. Rubel et al.'s (2020) study found high turnover rates among medical promotion officers (MPOs) due to dissatisfaction with job security, workload, work environment, and family benefits. Similarly, Asiamah Samuel (2011) study found 70.8% dissatisfaction with incentive schemes, while 81.2% felt unfair selection methods for training and development led to demotivation and labor turnover.

Performance appraisals and staff selection significantly impact involuntary turnover. Companies' selection process's validity and selection ratio measure their selection capacity (Schmidt and Hunter (1983). Appropriate selection techniques can decrease involuntary turnover by influencing hiring and selection decisions (Rubel et al., 2020). Chew (2004) shows younger employees prioritize compensation, training, career advancement, and recognition for retention in Australian organizations. Senior staff prioritize autonomy, mentorship, and challenging work. Similarly, Mansoori and Aizat, (2023) reported that the academic staff's work satisfaction and commitment positively impact their desire to stay, with structural elements like workload, distributive justice, autonomy, and communication influencing intentions.

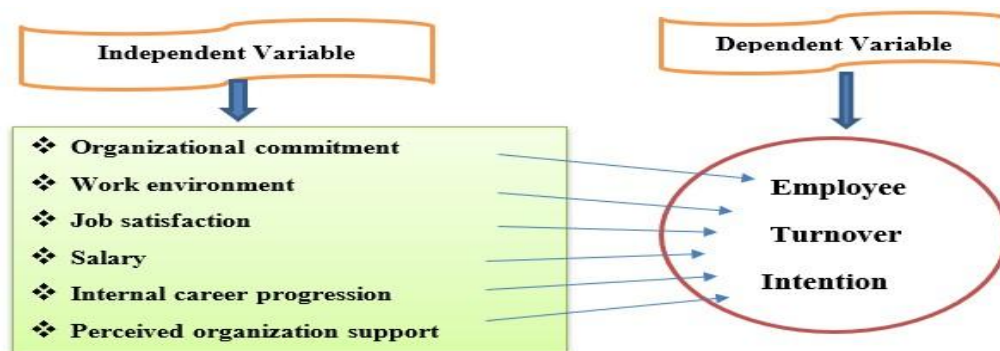
Research Gap

The literature review highlights the importance of addressing worker turnover to improve organizational effectiveness. However, the findings may not apply to specific contexts due to cultural, social, and economic differences (Nair et al., 2014). Few studies on university settings, particularly those focusing on administrative aspects, raise questions about generalizability.

Compensation is a key factor influencing employee turnover, as dissatisfaction with pay can lead to increased workload and decreased performance. This study examines factors such as organizational commitment, work environment, job satisfaction, salary, and internal career progression opportunities to better understand employee turnover at Bonga University, aiming to identify potential causes and improve efficiency.

2.3 Conceptual Framework

This study identifies organizational commitment, work environment, job satisfaction, salary, and internal career progression opportunities as independent variables and employee turnover intention as a dependent variable.



Source: Dibiku, (2023) and Jayasri and Annisa, (2023)

Figure 1. Conceptual framework

CHAPTER THREE

3. RESEARCH METHODS

Introduction

This chapter details the research methodology, including research design, target population, sample size, techniques, data collection, reliability, validity analysis, and data analysis.

3.1 Research Design

This study utilized a descriptive research design to identify the contributing factors of employee turnover at Bonga University. This descriptive method focused on gathering information about the current situation (Creswell John W, 2009), while the explanatory design explained, understood, predicted, and controlled the influence of independent variables on a dependent variable using cross-sectional data.

3.2 Research approach

This study utilized both quantitative and qualitative approaches to investigate factors affecting employee turnover intention at Bonga University. The combination of both approaches provided depth and breadth to the findings, allowing for the collection of relevant and reliable data, as per Creswell John W.'s (2009) recommendations.

3.3 Target population, sampling technique, and sample size

3.3.1. Target population

Population is defined as the complete set of units of analysis that are under investigation (Ghofar and Islam, 2015). This study aimed to analyze the total number of employees at Bonga University, which consists of 1504.

3.3.2. Sample size determination

The researcher was used Yamane's (1967) provides simplified formula to calculate sample sizes. Assumptions: A 95% confidence level, and $e = \pm 5\%$

$$\left[n = \frac{N}{1 + N(e)^2} \right]$$

$$\left[n = \frac{1504}{1+1504(0.05)^2} \right] \quad n=316$$

Where; (n) is the sample size

(N): is the population size

(e): is sampling error (0.05) Hence; the total sample size is 316

3.3.3 Sampling Technique

To determine the actual sample, the researcher used a simple random sampling technique for employees to give them an equal chance. From the 1504 in Bonga University, 316 employees were selected on the assumption that they represent the organization. The population of this study was permanent employees of Bonga University. A close-ended questionnaire was distributed to ensure each member had an equal chance of being selected, independent of the others.

3.4 Data Sources and Types

The study utilized primary and secondary data sources, including employees, college dean, and core work process coordinators, as well as related materials like organizational documents, books, articles, research, and the internet.

3.5 Methods of data collection procedure

This study used a closed-ended questionnaire and an interview to collect data on employee turnover at Bonga University. The questionnaire focused on demographics and factors contributing to turnover. An interview was conducted with college directors and deans. The data was analyzed to measure attitudes, opinions, and perceptions on the study's topic.

3.6 Reliability and Validity

3.6.1. Validity

Validity is the degree to which a test accurately measures what it is supposed to measure, being more critical than reliability as it ensures consistent and accurate results. Kothari, (2004) suggests that reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument. The researcher ensured the

instrument's validity by examining its strong conceptual basis, consulting experts, and seeking feedback from friends through a sample of distributed questionnaires.

3.6.2. Reliability

Reliability measures the consistency of an instrument under the same conditions and subjects. The researcher used Cronbach's alpha to measure internal consistency reliability, which measures the consistency between different items of the same construct. Cronbach's alpha coefficients should fall within a range of 0.70 to 1.00 (Malkewitz et al., 2023).

Table 1. Reliability Statistics

Variable	No item	Cronbach's Alpha
Organization commitment	5	.742
Work environment	5	.813
Job Satisfaction	5	.863
Salary	5	.862
Growth opportunities	5	.73
Perceived organization support	7	.85
turnover intention	8	.838

SPSS Output Report (2024)

The table above shows the Cronbach's Alpha for the effect of factors contributing employee turnover shows the overall scale reliability (0.838) which is considered acceptable and has good reliability for the scale. Thus, the Cronbach's Alpha for the entire variables are considered and acceptable

3.7 Data processing and analysis techniques

The data was analyzed using both qualitative and quantitative techniques. Qualitative data was categorized using content analysis, while numerical data was analyzed using SPSS software. Descriptive statistical methods like frequency, mean, and standard deviation were used, along with inferential statistical methods like Pearson correlation and multiple linear regressions to determine cause-effect relationships (Kothari, 2004).

3.8 Model Specification

Plonsky and Ghanbar (2018) used multiple regressions to investigate the influence of independent variables on employee turnover intention, aiming to determine the percentage contribution of factors contributing to turnover.

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \beta_6 X_6 + \epsilon_i$$

Where:

Y_i = Dependent variable (Employee turnover intention).

α = constant

β = (Beta value) coefficient of slope of regression model

X_1 = Work environment

X_2 = Growth opportunity

X_3 = Job satisfaction

X_4 = Perceived Organization support

X_5 = Salary

X_6 = Organization commitment

X_1, X_2, X_3, X_4, X_5 and X_6 are the explanatory variables β_0 is the intercept term- it gives the mean on effect Y of all the variables excluded from the equation, although its mechanical interpretation is the average value of Y when the stated independent variables are set equal to zero.

$\beta_1, \beta_2, \beta_3, \beta_4$ and β_5 , refers to the coefficient of five independent variables that includes X_1 : organizational commitment X_2 : work environment X_3 : job satisfaction X_4 : salary X_5 : internal career progression opportunities X_6 : Perceived organization support to their respective independent E is the error term

3.9 Variables description

A) Dependent variable (employee turnover Intention)

The study examines employee turnover intention at Bonga University, considering factors like organizational commitment, work environment, job satisfaction, salary, perceived support, and internal career progression opportunities.

Turnover intention: is any desire of employees to sign out from their company (Bhatti et al., 2016).

B) Independent variables

Job satisfaction: The job satisfaction of the employee is influenced by different factors

Career Growth opportunities: Career Growth opportunities are also one of the predictors of turnover (Weng & McElroy, 2012).

Organizational environment: Organizational environment can also be the cause of turnover, if working conditions are not feasible, strict rules & regulations can create stress in employees that stress can increase dissatisfaction in employees & as a result, the turnover intention would increase (Callado et al., 2023).

Salary: is the money an employee receives as compensation for their services to the company

A work environment: is a physical and emotional in which employees perform their daily tasks.

Perceived organization support: is a perception of the employees about their superiors' concern towards their well-being and value employees' contributions, and how much they are supportive towards them.

3.10 Ethical Considerations

The researcher obtained permission to use university employee data through a questionnaire, maintaining confidentiality by not revealing names, using responses for academic purposes, and including respondents based on their free will. References to other authors' texts were also included.

CHAPTER FOUR

4. DATA PRESENTATION, ANALYSIS, AND DISCUSSION

4.1 Introduction

This study examines the determinants of employee turnover intention in the case of Bonga University. In this study, 316 administrative and academic staff have participated with a 100% response rate. In this chapter, the collected data was analyzed and interpreted. The first part includes a summarized description of the socio-demographic characteristics of respondents' sex, age, work experience, and education level. The next part contains a descriptive analysis of independent variables. The information was collected and subsequently analyzed in response to the problems stated in the first chapter of this research. The next section is a part that includes a regression model to identify the

factors contributing to employee turnover intention in the case of Bonga University. The information from the analysis was summarized using charts and tables followed by descriptions.

4.2 Demographic Characteristics of Respondents

The data analysis involves examining the demographic characteristics of respondents, such as sex, work experience, age, and professional qualification, based on information gathered from questionnaires.

Table 2 Sex of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
SEX	Male	194	61.4	61.4	61.4
	Female	122	38.6	38.6	100
	Total	316	100	100	
Age	Between 20-25	24	7.6	7.6	7.6
	Between 26-31	145	45.9	45.9	53.5
	Between 32-37	133	42.1	42.1	95.6
	Between 38-43	14	4.4	4.4	100
	Total	316	100	100	

Source: Own survey Data,2024

Table 1 above visualizes the demographic profile of 316 respondents. In terms of gender, respondents were roughly proportionate between male and female, even though the number of male respondents is a bit higher (Male 61.4%, Female 38.6%). This indicated that the majority of the respondents were male employees. This indicates male employees are dominating the higher institutions.

Table 3 Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Between 20-25	24	7.6	7.6	7.6
	Between 26-31	145	45.9	45.9	53.5
	Between 32-37	133	42.1	42.1	95.6
	Between 38-43	14	4.4	4.4	100
	Total	316	100	100	

Source: Own survey Data,2024

As is clearly shown in Table 2 above, out of 316 respondents, the highest percentage of 145(45.9%) of the respondents were in the age group of 26-31 years followed by the age group of 32-37 years which was 133(42.1%) of the respondents. About 24(7.6%) of the respondents were in the age group between 20-25 years while 14(4.4%) were age group of 38-33. It implied that most of the employees of the organization were young people and they would be more productive if they can exert more effort because they are found at fair age.

Table 4 Working experience of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 3 years	12	3.8	3.8	3.8
	Between 4-6 years	137	43.4	43.4	47.2
	Between 7-9 years	145	45.9	45.9	93.0
	Between 10-12 years	16	5.1	5.1	98.1
	Above 12 years	6	1.9	1.9	100.0
	Total	316	100.0	100.0	

Source: Own survey Data,2024

As indicated in the above table the majority 145(45.9%) were served for 7-9 years and 137(43.4%) had an experience of 4-6 years 16 (5.1%) had an experience of 10-12 years and the remaining 12(3.8%) and 6(1.9) served for less than 3 years and more than 12 years respectively. This implies that most of the employees in the organization are not well-experienced.

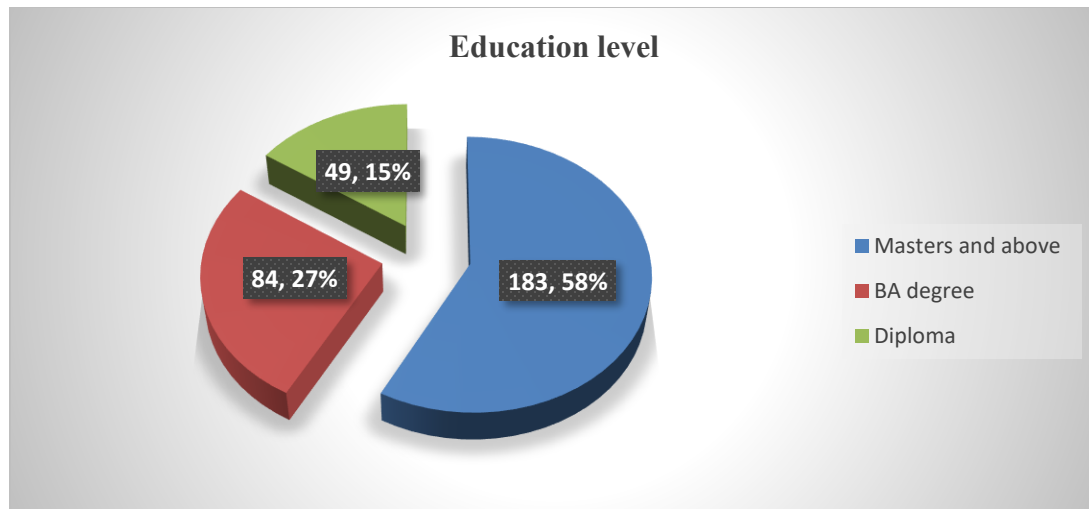


Figure 2. Educational level

Source: Own survey Data, 2024

As it has been depicted in the Table above, the majority 183(57.9%) of respondents had graduated from higher institutions with a master's degree and above, followed by those respondents who have a BA which accounts for 84 (26.6%). About 49(15.5%) of respondents were diploma holders. Therefore, the compositions of the respondents revealed that the majority of them were Master's degree and above holders

4.2.1 Summary of Demographic Characteristics of Respondents

Based on the descriptive statistical analysis result the involvement of male respondents 194 (61.4%) was more than females 122(38.6%). These implied female employees were not motivated and encouraged by the Government and the concerning bodies in the study area. Therefore, supporting and affirmative actions are needed to increase the number of female employees in the study area. In addition, the participation of female specifically young educated women needs to be promoted in the support of organization development.

The majority of employee 145 (45.9%) were young age group between 26-31 followed by 133(42.1%) between 32-37 and 24 (7.6%) and 14 (4.4%) between 20-25 and between 38- 43 age group respectively which could be an advantage in succeeding in the objective of the university. Most employees 183(57.9) had an educational background of

a master's degree and above, followed by respondents who had a BA which accounted for 84 (26.6%) and About 49(15.5%) of respondents were diploma holders.

4.3 Descriptive Analysis of Independent Variables

The study's descriptive aspects are analyzed using mean and standard deviation statistics. Mean represents average responses, while standard deviations indicate diversity. Smaller standard deviations indicate close opinions, while high standard deviations indicate high variation (Dai, 2016).

Based on these, the result of the means score value and standard deviation of the study represented a referring rule of thumb about the intervals for breaking the range in measuring variables that are captured with a five-point scale (that ranges from strongly disagree to strongly agree) is 0.8, which is dividing the difference between the maximum and minimum scores to the maximum score (Dai, 2016). Hence, a calculated composite mean value that ranges from 1 to 1.80 implies strong disagreement, whereas the ranges of 1.81 to 2.6 disagree, 2.61 to 3.4 neutral, 3.41 to 4.2 agreement, and 4.21 to 5.00 represent respondents' strong agreement.

The researcher rechecked the consistency of Likert-scale attributes using reversible scoring for different levels of agreement. This method recodes high-score responses into low-score responses, ensuring consistency in Likert scale items. Therefore, composite scores of mean and standard deviations were calculated for each of the variables as follows:

4.3.1 Organization Commitment

Companies may smoothly create a climate within the company that will alter the way people view their work. It will be beneficial to create tactics for a better workplace to lower turnover intentions.

Table 5 Respondents' views related to the organization's commitment

Descriptive Statistics			
	N	Mean	Std. Deviation
Management has created an open and comfortable environment	316	2.6108	1.94130

There is a good relationship between the workers and the management in the organization	316	3.2184	.61188
I like the working condition of my organization	316	2.6551	.81533
There is discrimination in the company based on gender, ethnicity, or on any other bases	316	2.4462	1.06322
At work, I have the necessary equipment and tools to facilitate my job	316	2.7152	.90915
Valid N (listwise)	316		

Source: Own survey Data, (2024)

As indicated in the above table the employees were asked whether Management has created an open and comfortable environment or not, hence the highest of the respondents implied a mean score value of 2.61 with a standard deviation of 1.941. The mean score value and standard deviation indicate the management has not created an open and comfortable environment. This implies such conditions are one of the factors that influence employees interest to work in the study area.

About the question of having a good relationship between the workers and the management in the organization or not, the majority of the respondent implied, at a mean score of 3.21 and 0.611 standard deviations. This value indicates there is smooth relationship between the workers of the organization and the management body in the study area. Therefore, it is better to enhance this practice to minimize the rate of turnover.

Regarding whether the employees like the working condition of their organization or not, the respondents implied, a mean score value of 2.65 and 0.815 standard deviations. This implies the majority of the respondents were not interested in their working conditions.

The question related to assessing whether there is discrimination in the company based on gender, ethnicity or on any other bases or not the majority of the respondents implied 2.44 a mean score value and 1.06 standard deviations. This implies there is no discrimination in the company based on gender, ethnicity, or any other basis.

Finally, the question raised to assess whether the employees have necessary equipment and tools to facilitate their job or not, the highest of the respondent implied a mean score value of 2.71 and the standard mean value of 0.909. This indicated necessary equipment and tools were not adjusted by the organizations to facilitate their job.

Therefore, to motivate the employees it is better to facilitate necessary equipment and tools.

4.3.2 Work Environment

The work environment can significantly impact employee turnover, with strict rules and unfeasible working conditions leading to increased unhappiness and the intention to leave the company.

Table 6 Respondents' views related to the work environment

Descriptive Statistics			
	N	Mean	Std. Deviation
There is an acknowledgment of employees' contributions within the workplace	316	3.1076	.72668
My organization prioritizes work-life balance through flexible scheduling	316	2.7342	.78815
There is a supportive and inclusive Organizational culture in my institution	316	2.7911	.79725
The Organization has a comfortable and well-designed Physical environment	316	2.7278	.75718
There is a reward to enhance morale and motivation within the workplace	316	2.7247	.77469
Valid N (listwise)	316		

Source: Own survey Data, (2024)

As indicated in the above table, the majority of the respondent's 3.107 mean value and .726 standard deviation shows that there is not much acknowledgment of employees' contributions within the workplace.

The Organization's prioritized work-life balance through flexible scheduling is low with a mean value of 2.73 and 0.788 standard deviation. This indicates the schedule of the study is not flexible. However, having a flexible work schedule is advisable to motivate the workers.

Majorities of the respondents agreed 2.791 mean values and 0.797 standard deviation implied the culture of the Organization is not supportive and inclusive. The Organization has a comfortable and well-designed Physical environment the high mean

values of 2.72 and 0.757 standard deviations. The physical environment of the organization is green and attractive but it is very far from the town.

Majorities of the respondents also strongly disagreed with the 2.72 mean value and the 0.774 standard deviation indicates that there is a reward to enhance morale and motivation within the workplace.

4.3.3 Job Satisfaction

Kumar & Gupta (2013), state that job satisfaction has a significant impact on employees' intentions to leave their jobs. According to Sari ((2010), job satisfaction encompasses elements like pay, the nature of the job, supervision, opportunities for advancement, and coworkers.

Table 7 Respondents' views related to job satisfaction

Descriptive Statistics			
	N	Mean	Std. Deviation
I enjoy working at my job	316	2.88	.782
I am generally satisfied with the kind of work I do on my job	316	2.92	.719
I would consider taking another job	316	2.98	.754
I am satisfied with the Organization commitment to performing my job	316	2.90	.749
I am satisfied with the interpersonal relationships among employees of the Bonga University	316	2.86	.793
Valid N (listwise)	316		

Source: Own survey Data, (2024)

As indicated in the above table a mean score value 2.88 and 0.782 standard deviation implied majorities of the respondents show their strong disagreement that they never enjoy working at my job.

As indicated in above in question 2 majorities of the respondents show their disagreement with a mean score value 2.92 and 0.719 standard deviations indicates that employees are not generally satisfied with the kind of work they do in the organization.

As indicated in the above table majority of the respondents strongly agreed that they would consider taking another job with a mean value of 2.98 and a standard

deviation of 0.754 indicating close opinions of respondents. These implied employees were not satisfied with salary they get and working environment.

Regarding the question related to whether employee satisfied with Organization commitment to perform their job or not, the majority of the respondents strongly disagreed by a mean value of 2.9 and raised close opinion with 0.749 standard deviations. This implied the organization was not facilitating to motivate the employee within the organization.

A mean score value of 2.86 and 0.793 standard deviation implied the majority of respondents at Bonga University are satisfied with the interpersonal relationships within the organization, suggesting that smoother relationships are crucial for employee satisfaction and achievement. Among the Directorates, one of them also confirmed the above facts by expressing his idea:

“Employee dissatisfaction with low salary and expensive housing rent led to termination and search for higher salaries and luxury lifestyles”.

The respondents also expressed their ideas openly as they were not interested in their job in the study area.

4.3.4 Salary

Na & Hipertensiva (2022) highlight that salary, a crucial life insurance policy, significantly influences employees' intentions to leave a company, causing them to be unhappy.

Table 8 Respondents' views related to salary

Descriptive Statistics			
	N	Mean	Std. Deviation
I am very satisfied with my salary	316	2.59	.960
I feel I am being paid a fair amount for the work I do	316	2.66	.931
The salary of the company is good according to the work performance	316	2.50	.754
The management here has introduced changes in the payment system	316	2.59	.980
My pay compares fairly with the pay of people doing similar work in other institutions	316	2.47	.753

Valid N (listwise)	316		
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Source: Own survey Data, (2024)

As indicated in the above table a mean score value 2.59 and 0.96 standard deviation implied majorities of the respondents show their strong disagreement on the salary they have paid and are dissatisfied with their salary.

A mean score value of 2.66 and 0.931 standard deviation implied that majorities of the respondents strongly disagreed that employees are highly dissatisfied with the salary they being paid for the work they do. Therefore, government should take into account the salary paid for employee and inflation.

Regarding the question related to whether the salary of the company is good according to the work performance or not, the majority of the respondents strongly disagreed by a mean value of 2.5 and raised a close opinion with 0.754 standard deviations. This implied the salary of the company is not good as compared with other organization.

Majorities of the respondents strongly disagreed by 2.59 mean values and 0.98 standard deviations implying the management here has not introduced changes in the payment system.

A mean score value of 2.47 and 0.753 standard deviation implied that majorities of the respondents strongly disagreed that their payment is very low compares fairly with the pay of people doing similar work in other institutions. This implies employees search for another job to get better pay.

4.3.5 Growth Opportunities

Career Growth opportunities are one of the predictors of turnover. If any organization provides opportunities to grow, any employee will support the intentions of the employees to stay in the organization.

Table 9. Respondents' views related to growth opportunity

Descriptive Statistics			
	N	Mean	Std. Deviation
There are many opportunities available for internal promotion in my organization	316	2.6108	.79507

My Institution provides adequate training opportunities related to my job	316	2.8070	.81108
I am sure of career growth in my company	316	2.9019	.80467
There is empowerment in my job role	316	2.8671	.80557
There is an opportunity to develop multiple skills in my job	316	2.7563	1.43232
Valid N (listwise)	316		

Source: Own survey Data, (2024)

As indicated in the above table a mean score value 2.61 and 0.795 standard deviation implied majorities of the respondents show their strong disagreement on the opportunities available for internal promotion in the organization. This indicates promotion opportunities are not available for employees within the organization.

A mean score value of 2.80 and 0.811 standard deviation implied that the majority of the respondents strongly agreed that the Institution provides adequate training opportunities related to employee jobs. However, training opportunities are not enough as employees have high interest.

Regarding the question related to whether there is career growth in the company or not, the majority of the respondents strongly disagreed by a mean value of 2.90 and raised a close opinion with 0.804 standard deviations. This implied the there is no career growth within the study area.

A mean score value of 2.86 and 0.805 standard deviation implied that majorities of the respondents strongly disagreed that there is empowerment in my job role. Employees are not empowered and encouraged. In addition, there is no opportunity to develop multiple skills in the organization as indicated by the mean score value of 2.75 and 1.432

Among the Directorates, one of them also confirmed the above facts by articulating his idea:

“The organization's low internal promotion opportunities and high challenges have led to job dissatisfaction among employees, prompting them to seek other opportunities.”

4.3.6 Perceived organization support

Organizations are fostering a cooperative atmosphere and teamwork among employees in the modern competitive workplace, broadening trust boundaries and refining employees' values (Li et al., 2022).

Table 10 Respondents' views related to perceived organizational support

Descriptive Statistics			
	N	Mean	Std. Deviation
The university cares about my well-being	316	2.3608	.79057
The university values my contribution to its well-being	316	2.3892	.74135
The university fails to appreciate an extra effort from me	316	2.6266	.80462
The university would ignore any complaint from me	316	2.6234	.76467
Even if I did the best job possible, the university would fail to notice	316	2.3797	.78565
The university cares about my general satisfaction at work	316	2.3165	.95677
The university shows very little concern for me	316	2.2595	.95738
Valid N (listwise)	316		

Source: Own survey Data, (2024)

As indicated in the above table a mean score value of 2.36 and 0.79 standard deviation implied majorities of the respondents show their strong disagreement on the university really cares about their well-being. This indicates the organization is more concerned with achieving the intended goal. In addition, the university values employees' contribution to its well-being as indicated by the mean value of 2.38 and standard deviation of 0.741. However, the organization should give recognition for the contribution of employees according to their achievements.

Regarding the question related to whether the university fails to appreciate an extra effort from employees or not, the majority of the respondents agreed by a mean value of 2.62 and raised a close opinion with 0.804 standard deviations.

A mean score value of 2.62 and 0.764 standard deviation implied that majorities of the respondents strongly agreed that the university would ignore any complaint from an employee and there is a smooth relationship within the organization. In addition, as

indicated by the A, mean score value of 2.37 and 0.785 standard deviation implied that even employee did the best job possible, the university would fail to notice.

As indicated by a mean score value of 2.31 and 0.956 standard deviation implied majority of the respondents show their strong disagreement that the university cares about employee general satisfaction at work.

A mean score value of 2.25 and 0.957 standard deviation implied that majorities of the respondents strongly disagreed that the university shows very little concern for the employee. This indicates the concern of the organization for the employee is better.

4.4 Employee Turnover

It is critical to distinguish between preventable and unavoidable turnover since it makes little sense for a business to aggressive engagement in lowering turnover that results from primarily unavoidable causes. Individuals quit their occupations for a multitude of reasons, many of which are completely unaffected by the organization (Torrington, D., 2008). People frequently depart for a variety of reasons, with some causes having a greater weight than others do.

Table 11 Respondents' view related to employee turnover

Descriptive Statistics			
	N	Mean	Std. Deviation
I often think about quitting	316	3.5095	.67840
I will probably look for a new job next year	316	3.2911	.75848
Likely, I will actively look for a new job next year	316	3.4335	.70284
I think spouse relocation affects the turnover	316	3.4430	.72588
Advancement opportunity has a direct effect on employee decisions to leave the job	316	3.6392	.79057
Inflexible working hours and work-life imbalance have a direct effect on turnover decision	316	3.6297	.78413
Career change is an important reason for job hopping	316	3.4399	.69888
I think work stress is the main reason for changing the company	316	3.4114	.74858
Valid N (listwise)	316		

Source: Own survey Data, (2024)

In the above table, a mean score value of 3.509 and 0.678 standard deviations, indicated that most respondents often consider quitting for higher-paying jobs, but are not actively seeking new ones next year, with a mean score of 3.509 and 0.678 standard deviations.

The majority of respondents (3.433 and 0.702 mean²) believe that advancement opportunities directly impact employee decisions to leave the job, indicating that no one wants to leave the organization.

Regarding the question related to whether inflexible working hours and work-life imbalance have a direct effect on turnover decisions or not, the majority of the respondents agreed by a mean value of 3.44 and raised a close opinion with 0.725 standard deviations. This implies majority of the employees prefer to be hired in organization, which have flexible working hours.

A mean score value of 3.63 and 0.79 standard deviation implied that majorities of the respondents strongly agreed that career change is an important reasons for job hopping.

As indicated a mean score value 3.41 and 0.748 standard deviation implied majorities of the respondents show their agreement work stress is the main reason for changing their workplace or leave their job.

4.5 Correlation Analysis between factors contributing and Turnover intention

According to Schober and Schwarte, (2018) printing out a relationship could be a degree of a monotonic association between two factors. This study investigates the relationship between variables like organization commitment, work environment, job satisfaction, salary, growth opportunity, and perceived organization support and turnover intention. Pearson correlation analysis is used to evaluate the type and degree of these relationships, describing the degree and direction of links between the variables (Schober and Schwarte, 2018).

The relationships among the factors that have gotten through an analysis of the Pearson product-moment relationship coefficient "r". The value of Pearson product-moment relationship coefficient "r" normally varies between -1 to 1. The coefficient (r) indicated that the magnitude and direction variables relationship Schober and Schwarte,

(2018) stated that correlation coefficients of .00 to 0.10 are considered Negligible correlation, a correlation coefficient of .10 to 0.39 is considered weak correlation, a correlation coefficient of 0.40 to 0.69 is considered moderate correlation, and a correlation coefficient of 0.70 to 0.89 is considered substantial correlation and a correlation coefficient of 0.90-1.0 is a very strong correlation. To do so, the relationship between (organization commitment, work environment, job satisfaction, salary, growth opportunity, and Perceived organization support) and the turnover intention. Pearson correlation is computed in the table below. The table below clearly shows that the relationship between the two variables will be negligible, low, moderate, substantial, or very strong.

Table 12 correlation

		Employee turnover	Work environment	Growth opportunity	satisfaction	perceived	salary	Organization commitment
Employee turnover	Pearson Correlation	1	-.167**	-.170**	-.756**	-.907**	-.072	-.398**
	Sig. (2-tailed)		.003	.002	.000	.000	.200	.000
	N	316	316	316	316	316	316	316

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

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

Source: SPSS Output Report (2024)

The correlation analysis results in the above Table imply that all independent variables are negatively correlated with the dependent variable. Namely, work environment (-.167**), growth opportunity (-.170**), salary (-.072), organization commitment (-.398**) (-.756**), and perceived (-.907**) have negative correlation with employee turnover. This intercorrelation indicated there is a negative and significant relationship between independent variables and the dependent ones.

4.6 Assumptions for Multiple Linear Regression Analysis

Pallant (2011) explains that multiple linear regression coefficients indicate relationships between dependent and independent variables, and how much change can be explained by free factors. Validation of these models requires basic assumptions.

Linear regression analysis is a systematic method to examine the impact of predictor variables on a dependent variable, particularly in examining individual and overall determinant factors affecting employee turnover.

4.6.1 Linearity Assumption Test

The linearity assumption test defines the dependent variable linear function of the predictor (independent) variable (Schmidt and Finan, 2018). If the data for the test result has a normal distribution, then the data points have to be close to the diagonal line. The linearity assumption test result is indicated by the scatterplots resulting from the relationships between the independent and the dependent variables. If the linearity test has a significant value smaller than 0.05, this indicates that there is a linear relationship. Alternatively, a graphical approach is used to observe plots for linear relationships. The data points are arranged in the shape of an oval display linearity. Linearity is the direct relationship between free and dependent variables in nature. Looking at the test assumptions test result of scatterplots the relationships between the independent and dependent variables are linear as shown in the figure below.

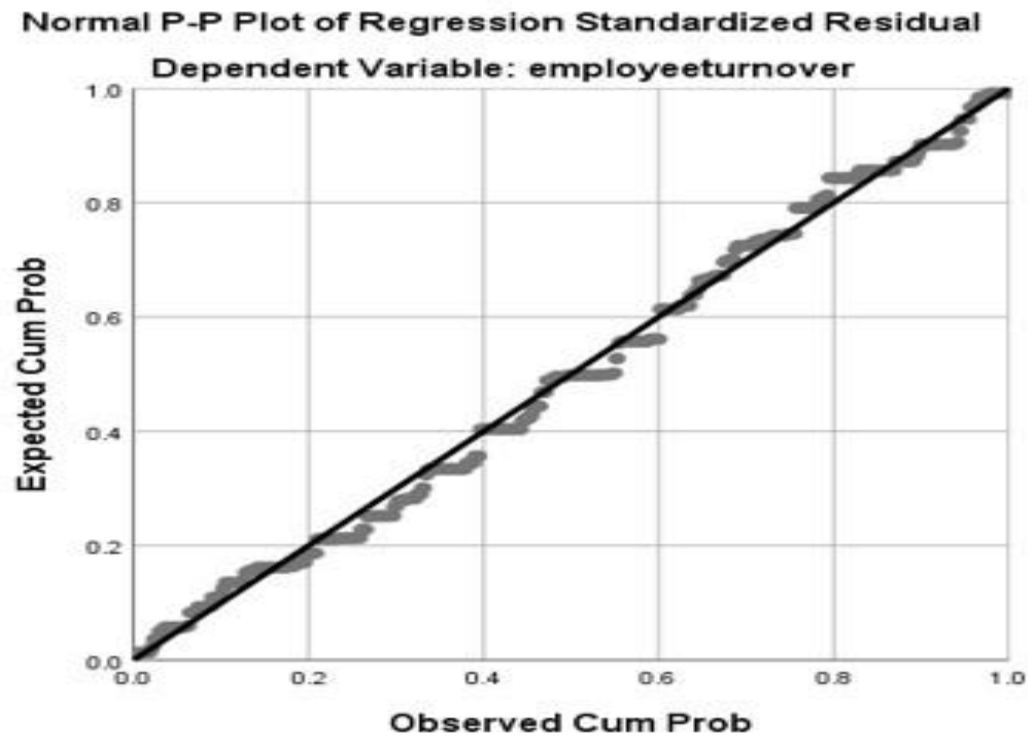


Figure 3. Linearity Assumption Test

Source: SPSS Output Report (2024)

4.6.2. Normality Assumption Test

Normality is a measure of a dependent variable as a continuous, normally distributed variable. The normality assumption test results in a symmetrical, bell-shaped curve with high frequencies in the middle and low frequencies in the extremes. This test confirms the normal distribution of error terms, as shown in the histogram for the study's data.

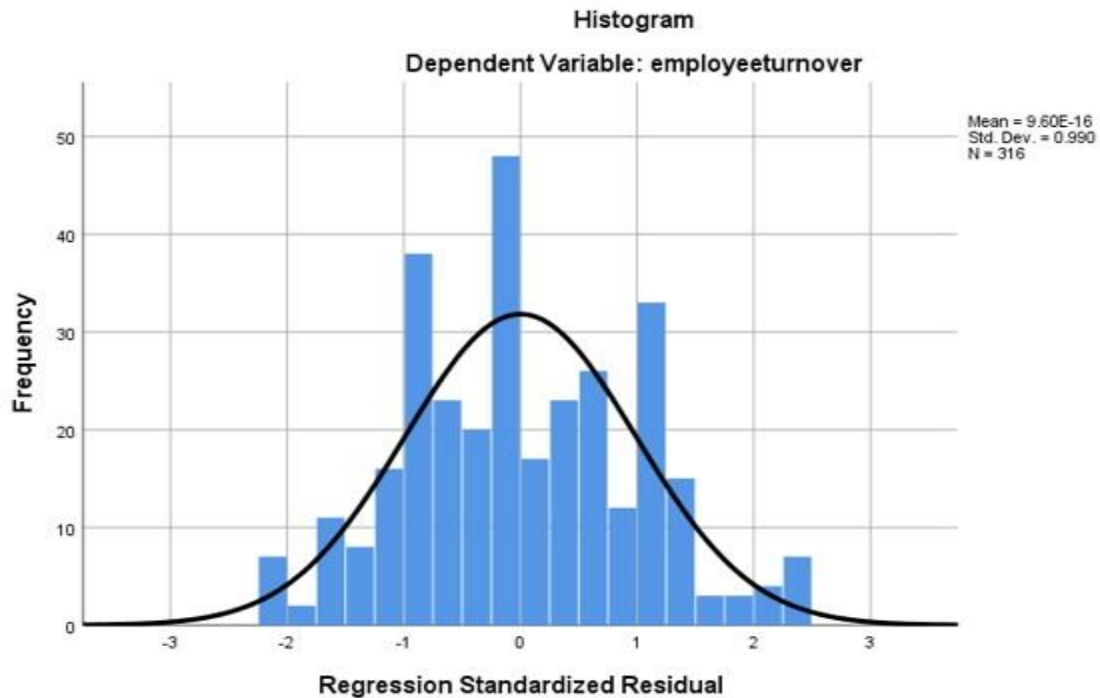


Figure 4. Normality Assumption

Source: SPSS Output Report (2024)

4.6.3 Multicollinearity Assumption Test

Multicollinearity refers to the high correlation between independent/predictor variables and is often used in multiple linear regression to examine the seriousness of regressions between independent variables (Senaviratna & A. Cooray, 2019).

The study examines multicollinearity using tolerance and variance inflation figure (VIF) statistics, identifying a paradoxical effect where the regression model fits well but none of the predictor variables significantly impact the dependent variable (Miles, 2014).

The term multi-collinearity could be an issue when any R^2 between that predictor and the remaining predictors is exceptionally high. Upon request, SPSS will provide you with two transformations of the squared different correlation coefficients. One is tolerance, which is essentially 1 minus that R^2 . The second is VIF, which is the reciprocal of the tolerance. Exceptionally, low values of tolerance (0.1 or less) show a problem. This is often carried out utilizing the test examination comes about of the Variable Inflation Factor (VIF) insights. Small inter-correlations among the free factors are communicated with $VIF \approx 1$. Nevertheless, $VIF > 10$ depicts Collinearity as a problem.

VIF= 1/ tolerance, where tolerance = 1-R², R² is the coefficient of determination. In addition, correlation analysis is conducted to examine multicollinearity problems. As indicated in the Table below included independent variables have a tolerance of more than 0.1 and a VIF value of less than 10 indicating that there is no serious problem of multicollinearity in the independent variable.

Table 13 Collinearity Statistics

Collinearity Statistics		
	Tolerance	VIF
Organization Commitment	.787	1.271
Work Environment	.818	1.222
Job Satisfaction	.762	1.312
Salary	.830	1.205
Growth Opportunities	.880	1.136
Perceived Organization support	.775	1.290

a. Dependent Variable: Employee turnover

Source: SPSS Output Report (2024)

4.6.4 Homoscedasticity Assumption Test

The presumption of homoscedasticity implies equal variance in errors in independent factors, indicating consistent error distribution between independent factors (Yang, Tu, et al., 2019).

Homoscedasticity is an assumption that requires the degree of random noise in the dependent variable to remain constant regardless of the independent variables' values. It can be tested by visual examination of standard residuals versus standard predicted values. Heteroscedasticity occurs when scatter plots are not even, causing fan and butterfly-like shapes. SPSS analysis shows no heteroscedasticity problem.

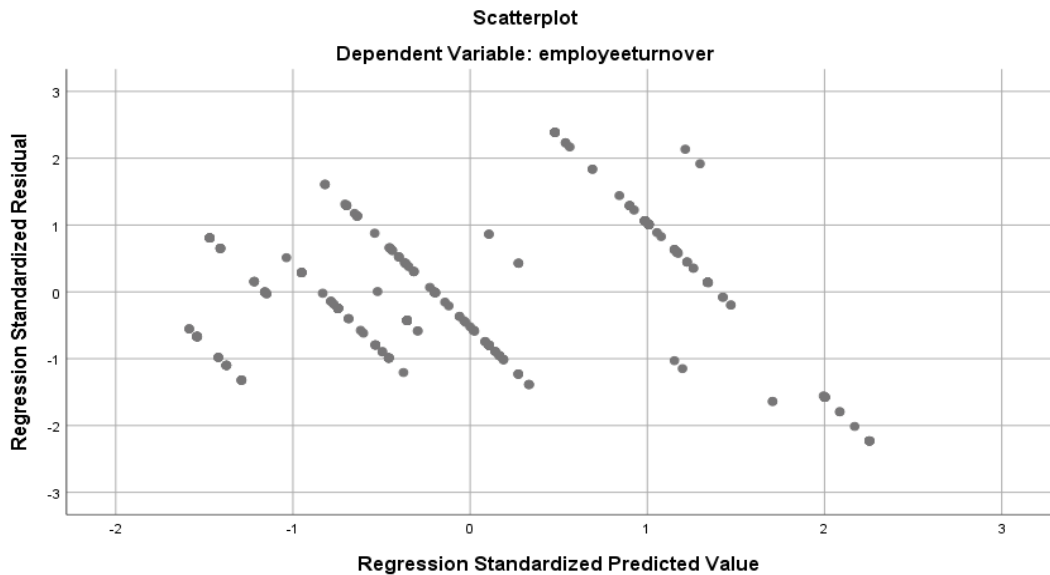


Figure 5. Homoscedasticity assumption

Source: SPSS Output Report (2024)

4.6.5 Independent of Residuals Assumption Test

This assumption test is the same as saying that the observations (individual data points) are independent of one another (uncorrelated). The technique Durbin-Watson statistic is used to test for the independence of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson value is approximately closer to 2, and values below 1 and above 3 are problems and causes for concern and may render the analysis invalid.

To test for the existence of auto-correlation, the Durbin Watson test is employed. This module tests correlations between errors and assumes that the error terms are stationary and normally distributed with a mean of zero. In this case, the Durbin-Watson statistics showed (Durbin-Watson = 2.46). Hence, the result approximately approaches 2, and those points between 1 and 3. Therefore, the independence of the residuals assumption is satisfied.

Table 14 Durbin-Watson

Model	Durbin-Watson
1	.246

Source: SPSS Output Report (2024)

4.6.6. Model Summary

As depicted in the table below a model summary, the "R" column represents the multiple correlation coefficient values of R. A R-value of 0.935 indicates a very strong correlation between Employee turnover and Factors such as the work environment, growth opportunity, job satisfaction, perceived organization support, and organization commitment which shows a high level of prediction. The R² value (moreover known as the coefficient of determination) is the extent of variance within the dependent variable that can be clarified by the independent variables, as appeared within the "R Square" column. As able to see in the table, the R² value of 0.743 demonstrates that 74.3% of the variation within the employee turnover can be explained by the variables within the model. The remaining 25.7 % variation is explained by the stochastic error term (e) meaning that 25.7% of employee turnover change explained by factors that are not explained within the model.

Table 15 Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.862 ^a	.7430	.7310	.24613

a. Predictors: (Constant), Perceived Organization support, Growth opportunities, Salary, Work environment, Organization commitment, Job satisfaction

Source: SPSS Output Report (2024)

4.6.7 ANOVA Model Fit

ANOVA analysis links mean scores of multiple variables, compares variance and tests the fit of the overall regression model for data. As depicted in the table, shown below the value is statistically significant at $F(309) = 49.397$, ($P < 0.01$) and it can be said that there is a relationship between the factors contributing and employment turnover intention with its free factors in Bonga University.

Table 16 ANOVA

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.297	6	6.549	49.397	.000 ^b
	Residual	40.970	309	.133		
	Total	80.266	315			

a. Dependent Variable: Employee turnover

b. Predictors: (Constant), Perceived Organization support, Growth opportunities, Salary, Work environment, Organization commitment, Job satisfaction

Source: SPSS output Report (2024)

4.6.8 Multiple Linear Regression Coefficients

The coefficient of statistical analysis of multilinear regression is shown in the table, below shown in the model of the determinants of employees' turnover intention =-.102 for work environment -.197 for growth opportunity -.180 for job satisfaction -.139 for perceived organization support -.097 for salary -.133 for organization commitment and +5.780 for constant indicated that the score of constant coefficients shows the value of employee turnover is positive or low if there is no or low influence of the all-independent variable. On the other hand, customer satisfaction, growth opportunities, perceived organizational support, commitment, and attractive salaries can reduce turnover value.

Table 17 Coefficients

Coefficients						
		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.780	.142		40.842	.000
	Organization Commitment	-.133	.028	-.215	-4.696	.000
	Work Environment	-.102	.039	-.117	-2.610	.009
	Job Satisfaction	-.180	.040	-.210	-4.505	.000
	Salary	-.097	.032	-.135	-3.033	.003
	Growth Opportunities	-.197	.033	-.260	-6.010	.000

Perceived Organization support	-.139	.038	-.170	-3.685	.000
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a. Dependent Variable: Employee Turnover

Source: SPSS output Report (2024)

4.6.8.1 Unstandardized Coefficients

The unstandardized coefficient indicates a unit alteration within the dependent variable, but the independent and dependent variables are not comparable. The statistical analysis method is used for the multiple regression model.

Employee turnover intention $i = +5.780 + .102X_1 + .197X_2 + .180X_3 + .139X_4 + .097X_5 + .133X_6 + \epsilon_i$, Further, the constant value ($\alpha = +5.780$) shows that the Employee turnover intention in Bonga University would be +5.780 if variables like Work environment, Growth opportunity, Job satisfaction, Perceived Organization support Salary and Organization commitment in the model remained zero.

On the other hand, a beta coefficient of -.102, -.197, -.180, -.139, -.097, and -.133, indicates that, if there is one unit decrease in the Work Environment, Growth opportunity, Job satisfaction, Perceived Organization Support Salary and Organization commitment lead to increase in the whole Employee turnover intention in Bonga University by -.102%, -.197%, -.180%, -.139%, -.097%, and -.133% Work environment, Growth opportunity, Job satisfaction, Perceived Organization Support Salary, and Organization commitment respectively. Whereas, the Error term (ϵ) estimate is assumed to be zero.

4.6.8.2 Standardized Coefficients

The analysis of standardized coefficients is useful to identify which independent variable is more important than the others are in the statistical analysis of multilinear regression output.

They are used to compare the impact of any independent variable on the dependent variable. Therefore, the strength of each independent (predictor) variable influences the criterion (dependent) variable inquired by a standard Beta coefficient. Therefore, the multilinear regression coefficient explains the sum of the change in the dependent variable caused by a unit of change in the independent variable. Thus, as indicated in the multilinear regression in the above table, unstandardized coefficients indicate how much

the dependent variable varies with an independent variable when all other independent variables are held constant. The beta coefficient indicates how and to what extent the independent variables influence the dependent variable. Accordingly, the result of the standardized coefficient value of multiple regression analysis indicated that Work environment, ($\beta = -.117, p = <.000$), Growth opportunity, ($\beta = -.260, p = <.000$), Job satisfaction, ($\beta = -.210, p = <.009$), Perceived Organization support ($\beta = -.170, p = <.000$), Salary ($\beta = -.135, p = <.003$), and Organization commitment ($\beta = -.215, p = <.000$) has the highest influence on Employee turnover. The coefficients of all six independent variables (Work environment, Growth opportunity, Job satisfaction, Perceived Organization support, and salary and Organization commitment) have a negative sign and $p < 0.05$ for these independent variables. This result indicates that these independent variables have a positive and significant effect on employee turnover.

4.7 Testing Hypothesis with regression Results analysis

The study reveals that work environment, growth opportunity, job satisfaction, perceived organizational support, salary, and organizational commitment significantly influence employee turnover at a 95% confidence interval.

Testing Hypothesis 1

HO (1): There is a negative and significant relationship (association) between organizational commitment and employee turnover intention.

The analysis result table above shown that the organizational commitment as a single factor coefficient indicated as $\beta = -.133\%$, T-test -4.696 at Sig.000 implied decrease in organizational commitment by -.133%, lead increase in employee turnover by 5.780 due to the change in the organizational commitment factor, assuming all other variables are constant. Therefore, the null H0 is accepted.

Testing Hypothesis 2

HO (2): There is a negative and significant relationship (association) between the work environment and employee turnover intention.

The regression analysis result table above shows that the Work environment as a single factor coefficient indicated as $\beta = -.102\%$, T-test -2.610 at Sig.009 implied a decrease in the work environment by -.102%, increase in employee turnover by 5.780 due to the change of one unit in the work environment factor, assuming all other variables are constant. Therefore, the null H0 is accepted.

Testing Hypothesis 3

HO (3): There is a negative and significant relationship (association) between salary and employee turnover intention

The regression analysis result table above shows that the Salary as a single factor coefficient indicated as $\beta = -.097\%$, T-test -3.033 at Sig .003 implied decrease in Salary by -.135%, making employee turnover rate 5.780 due to the change of one unit in the Salary factor, assuming all other variables are constant. Therefore, the null H0 is accepted.

Testing Hypothesis 4

HO (4): There is a negative and significant relationship (association) between job satisfaction and employee turnover intention.

The analysis result table above shows that the job satisfaction as a single factor coefficient indicated as $\beta = -.180\%$, T-test -4.505 at Sig.000 implied a decrease in job satisfaction by -.180%, leading to increase in employee turnover due to the change of one unit in the job satisfaction factor, assuming all other variables are constant. Therefore, the null H0 is accepted.

Testing Hypothesis 5

HO (5): There is a negative and significant relationship (association) between the internal career growth opportunity and employee turnover intention.

The regression analysis result table above shows that the internal career growth opportunity as a single factor coefficient indicated as $\beta = -.197\%$, T-test -6.010 at Sig.000 implied a decrease in internal career growth opportunity by -.197%, leading to an increase in employee turnover due to the change of one unit in the internal career growth

opportunity factor, assuming all other variables are constant. Therefore, the null H0 is accepted.

Testing Hypothesis 6

HO (6): There is a negative and significant relationship (association) between the perceived organization support and employee turnover intention.

The regression analysis result table above shows that the perceived organization support as a single factor coefficient indicated as $\beta = -.139\%$, T-test -3.685 at Sig.000 implied decrease in perceived organization support by -.139%, leads to increase employee turnover due to the change of one unit in the perceived organization support factor, assuming all other variables are constant. Therefore, the null H0 is accepted

Table 18 Summary of the Tested Hypotheses with Regression Analysis

	Standardized Coefficients B	T Beta	Sig.	Decision on hypothesis
Hypothesizes				
There is a negative and significant relationship (association) between the work environment and employee turnover intention.	-.102	-2.610	.009	H ₀ : accepted
There is a negative and significant relationship (association) between the internal career growth opportunity and employee turnover intention	-.197	-6.010	.000	H ₀ : accepted
There is a negative and significant relationship (association) between job satisfaction and employee turnover intention.	-.180	-4.505	.000	H ₀ : accepted
There is a negative and significant relationship (association) between the perceived organization support and employee turnover intention.	-.139	-3.685	.000	H ₀ : accepted
There is a negative and significant relationship (association) between salary and employee turnover intention	-.097	-3.033	.003	H ₀ : accepted
There is a negative and significant relationship (association) between organizational commitment and employee turnover intention.	-.133	-4.696	.000	H ₀ : accepted

Source: SPSS Output Report (2024)

CHAPTER FIVE

5. SUMMARY, CONCLUSION, AND RECOMMENDATION

5.1 Introduction

The study investigates the factors influencing employees' turnover intention at Bonga University, including work environment, growth opportunities, job satisfaction, perceived organizational support, salary, and commitment.

The research utilized a self-administered questionnaire and interviews with Bonga University's Directorates, Deans, and employees. Both quantitative and qualitative approaches were used, analyzing background information, opinions on factors contributing to employee turnover intention, and the relationship between independent variables and dependent variables. The study's summary findings are based on descriptive and inferential analysis, with secondary data used for trace and triangulation.

5.2 Summary of Major Findings

The study aimed to analyze factors influencing employee turnover intention at Bonga University, using demographic profiles for descriptive statistics analysis. The greater part of the respondents were males accounting for 194 (61.4%), and the highest percentage of 145(45.9%) of the respondents were in the age group of 26-31 years followed by the age group of 32-37 years which was 133(42.1%) of the respondents. Majorities 145(45.9%) were served for 7-9 years and 137(43.4%) had the experience of 4-6 years. The majority 183(57.9%) of respondents have graduated from higher institutions with a master's degree and above, followed by those respondents with a BA, which account for 84 (26.6%).

The descriptive findings of the study show that organization commitment has the grand mean score value of 2.21 indicating that the majority of the respondents agreed on the role of organization commitment on employee turnover and that the organization is not well committed to minimize turnover intention.

Regarding the work environment of the organization majority of the response showed a mean value of 1.96, implying that most of the employees were not interested in

working and living for long periods in the study area. The result of responses obtained from the respondents regarding job satisfaction indicated a mean value of 2.748, which implied that the highest portion of the respondent agreed that they were not satisfied with their job and even they look for other options. Regarding the salary of the employee, a mean value of 1.427 indicated that the majority of the employees implied they were not happy with the amount of money they earned from the organization. Similarly, to internal growth opportunity, the mean value of 2.164 indicated that there were very few chances for employee growth and it is very difficult to get the chance for the majority of the respondents within the study area. Finally, Perceived organization support, with a mean value of 2.606, indicated the majority of the respondents' implied Perceived organization support has the leading effect on employee turnover. However, the result of responses obtained from the respondents shows a very low mean as the support from the organization was low.

Regarding Pearson's correlation analysis of the six independent variables, results rank as perceived organization support ($r = -0.907$, $p < 0.01$), Job satisfaction ($r = -0.756$, $p < 0.01$), organization commitment ($r = -0.398$, $p < 0.01$), career growth opportunity ($r = -0.17$, $p < 0.01$) work environment ($r = -0.167$, $p < 0.01$), and salary ($r = -0.072$, $p < 0.01$). Though all six independent variables have a statistically significant and negative correlation with the dependent variable employee turnover intention. The assumptions for multiple linear regression test results and the unstandardized multiple linear regression beta coefficients range from -0.197 to -0.097 , and standardized multiple linear regression beta coefficients from -0.260 to -0.117 and t-test values -6.010 to -2.610 (at sig.000 to .009) are indicated that the model was at normal form. Hence, the regression model is statistically significantly predicted by the six independent variables. Whereas, statistically significant values do not account for the possibility of biasedness or confounding variable impact must always be investigated in longitudinal studies.

On the open-ended questions and interviews forwarded to respondents, the following major findings were drawn.

- ✓ Employees at Bonga University were not happy with the amount of salary they got from the organization.

- ✓ The highest portion of the Bonga University employees were not satisfied with their jobs and even looked for other options.
- ✓ There were very few chances for employee career growth and it is very difficult to get the chance for the majority of the respondents within the study area.
- ✓ Perceived organizational support has the leading effect on employee turnover at Bonga University.

5.3. Conclusion

This study investigates factors affecting employees' turnover intention at Bonga University using SPSS. Descriptive and inferential analysis results provide conclusions, addressing the raised questions and hypothesis.

Descriptive analysis result of demography and factors:

- ✓ The research aimed to understand employee turnover causes, including work environment, growth opportunities, job satisfaction, perceived organizational support, salary, and commitment, to help organizations adopt strategies to reduce turnover.
- ✓ The study found that the independent variables with a grand mean of work environment (1.96), growth opportunity (2.164), job satisfaction (2.748), perceived organizational support (1.606), salary (1.427), and organizational commitment (2.212).

Regarding the inferential statistical analysis:

- ✓ The study found a significant positive effect of six independent and dependent factors on employee turnover intention, with a negative correlation between all variables.
- ✓ Multiple regression model results show positive effects on employee turnover, similar to descriptive and Pearson's moment product coefficients, although degree differences exist.

Overall, the study confirms that six variables, work environment, growth opportunity, job satisfaction, perceived organization support, salary, and organizational commitment, have a significant positive influence on employee turnover. These variables explain 74.3% of the variation in turnover intention, while the remaining 25.7% may be explained by other variables.

5.4 Recommendation

Recommendations for Bonga University include addressing factors such as work environment, growth opportunities, job satisfaction, perceived organizational support, salary, and commitment to minimize turnover intention. The following recommendations were given to the concerned bodies.

- ✓ Bonga University and Kaffa Zone should implement employee retention mechanisms, including enhancing academic programs, and working conditions, collaborating with Zone bureau, addressing employee housing issues, and promoting good education.
- ✓ Bonga University should value and recognize employees' contributions through feedback, and social and material recognition, as these factors indicate actual turnover and help prevent potential issues.
- ✓ The University should foster positive internal values and organizational cultures, understand employee needs, and adopt strategies to reduce turnover.
- ✓ For the government, the government should provide job advancement opportunities, and salary increases and create a conducive work environment to reduce employee turnover intentions.

5.5 Further Study of the Research

The study on turnover at Bonga University, based on primary data from questionnaires and interviews, may not be impartial due to its cross-sectional design and geographical limitations. It also relied on descriptive and inferential statistics, which may not have considered advanced statistical methods. The study also did not control for other variables contributing to turnover intention.

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