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Determinants of Turnover Intention: The Case of Ministry of Federal and Pastoralist Development Affairs in Ethiopia

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Turnover is when a member of an organization leaves his or her organization willingly. On the other hand, turnover intention is the prevalence of thoughts of an employee and strength of the tendency to leave a current job. Employee retention is one of the challenges facing several organizations all over the world. It is profitable to proactively react to possible staff turnover intentions. Ministry of Federal and Pastoralist Development Affairs is one of the core organizations of the executive body of the Federal Democratic Republic of Ethiopia. For the last six years, 300 new employees joined the organization replacing the exit which is almost equal to the total position of the organization. Even though the problem exists, there is a lack of scientific studies which can show the cause and recommends possible solutions towards the issue. Identifying the determinants of turnover intention is the main purpose of this study. The online survey questionnaire was administered to more than 150 members of the staff using their email and social media accounts using the purposive and snowball sampling technique. 101 valid responses were collected from Sept. 9, 2018, to Oct. 17, 2018. In analysing the data SPSS software and AMOS were used and the result shows that organizational justice, pay satisfaction, person-organization fit and performance appraisal politics has strong statistical relation with turnover intention in the Ministry. From the socio-demographic characteristics, years of service have strong statistical relation with turnover intention. Theoretical and practical implications were also drawn from the result of this study.

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INTRODUCTION

Employee turnover is the act of leaving a job or the replacing of one employee by one another. Turnover may consist of termination, retirement, death, transfers, and resignations. The turnover rate can be measured by percentage rate, meaning the percentage of employees leaving a certain job or organization within a specific period of time in most cases in one budget year. An organization is said to be a higher turnover rate when the number of employees leaving the organization or their job in contrast to other organizations or its own human resource need is high, we refer to it as a high turnover rate. A high turnover rate may harm the productivity of an organization in terms of various factors (Price & Mueller, 1986).

Turnover intention is defined by different scholars in different ways. Turnover intention is the propensity of an employee to leave his/her job or an organization depending on his/her own will or against his/her own will (Cohen & Golan, 2007; Staffebach, 2008). We can divide turnover intention into voluntary turnover and involuntary turnover (Hesford et al., 2016). Voluntary turnover is mostly related to conflict within the organization may between seniors and juniors, lack of convenience for different reasons in the employee part, lack of satisfaction because of the environmental condition of the organization, lack of satisfaction in terms of career structure development, dissatisfaction with salary etc. because of these and other unspecified reasons the public employee may develop the intention to leave his/her organization. Voluntary turnover intention also may be driven by the employees' internal reasons like the family case, pregnancy, marriage issues and the like (Ramalho et al.,

2018). To sum up, defining voluntary turnover intention, it develops from within the employees' internal feeling or may be forced by some other external factors, in this case, the employee is not forced to leave his job by the administration rather because of internal and external factors when he decides to leave the organization or to change his workplace (Allen & Meyer, 1990).

High turnover of employees in an organization may be harmful to organizational performance and productivity if skilled, experienced and knowledgeable manpower are leaving and the working population is filled with unskilled, inexperienced and novice workers (Call et al., 2015). Employee turnover also affects the organization's activities and hinders the success of the organization at large. Besides, organizations are nothing without their employees and find it difficult to survive in dynamic environments. Leaders should play a big role in achieving the objectives of their organizations and need to consider their employees as the organizations' assets, treat them well and give more attention to every aspect of the working environment. Employee turnover also affects customer service, commitment for the organization, quality of products and service and organizational effectiveness (Samuel & Chipunza, 2009).

Many pieces of research show that there is also a direct relationship between turnover intention and actual or real turnover. In their work of "A Person-Organization Fit Model of Owner-Managers' Cognitive Style and Organizational Demands", Brigham and colleagues (2007) identified that turnover intentions are significantly associated with actual turnover. Intention to leave an organization is among one of the good

forecasters of actual turnover behaviour and this intention motivated by several factors will result in the loss of employees (Vandenberg & Nelson, 1999). Turnover intention is also related with being lateness, absenteeism, work withdrawal, reduced performance, and poor organizational citizenship behaviour, low commitment, poor work engagement, and invariably declining output by several researchers (Johns, 2001; Meyer, Allen, & Allen, 1997; Oluwafemi, 2013; Samad & Yusuf, 2012).

Ministry of Federal and Pastoralist Development Affairs was established in 2001 in accordance with article 55(1) of FDRE Constitution, which states “The House of Peoples’ Representatives shall have the power of legislation in all matters assigned by this Constitution to Federal jurisdiction” (p. 21). Originally it was named “Ministry of Federal Affairs” up to 2015 when it got its new name ‘Ministry of Federal and Pastoralist Development affairs’. The House of Peoples Representative of Ethiopia (the legislative body of the country) amended the duties and the responsibilities of the ministry four times from its establishment in 2001.

The ministry is one of the core ministries of the country with the mission of ensuring equitable development in emerging regions through coordination and integrated effort of federal-regional bodies, ensuring sustainable peace and security of the peoples by establishing systems for preventing and resolving conflicts and upholding and beliefs, and serving as a focal point of good federal-regional relation.

This issue of turnover intention is among one of the foremost challenges faced by the Ministry. According to the annual reports of the MoFPDA from 2011/2012 to 2017/2018, the ministry hired 265 new employees and accepted 35 employees by transfer from regional governments and other ministries. This shows as on average 44 new employees are joining the ministry annually from the total positions of the ministry replacing the exit.

The researcher as a professional and middle-level leader in the Ministry observed several meetings with higher officials of the organization several times in which turnover is the major issue. Several hypotheses have been set by the organization in identifying the cause of turnover intention and real turnover. But no scientific research has been done so as to identify the cause and provide solutions scientifically. In addition to this specific condition of the Ministry, the researcher also tried to see the literature at the national level in the area and realized the need to conduct scientific research in the area and contribute.

Identifying the determinants of employees’ turnover intention from the MoFPDA is the basic objective of this study. By working against the major factors affecting employees’ turnover from the ministry higher officials of the ministry can develop a strategy to retain their skilled and experienced employees which indirectly led to the achievement of the ministry’s goal. This research can also serve as a base for further studies in the area particularly in employee turnover intention in different ministries and agencies of the country.

Since the determinants of turnover intention have direct and negative consequences to an organization, identifying, analysing, understanding and knowing the extent can serve as the starting point in identifying and developing retention strategies (Fay, 2007). The researcher is ambitious in identifying the major factors affecting employees’ turnover intention and to see the extent of turnover intention in MoFPDA, which is the basic drive of the study. In identifying the major factors, the researcher used several theories explaining the cause of turnover intention in an organization. Among the theories used in identifying and explaining the major factors, Herzberg's two-factor theory is the main one. In addition to this major theory, Maslow's hierarchy of needs, social exchange theory, and Adam's equity theory was also used in explaining the determinants of turnover intention and showing the relationship between independent variables and the outcome variable of the study.

Based on the duties and responsibilities of the ministry we can say the ministry is concerned with supporting and coordinating different concerned ministries and regional and local government bodies. To do so the ministry needs to be competitive and equipped with experienced professional manpower. Though the data from the Ministry shows the level of turnover in the ministry, there is no scientific study that shows the cause of turnover intention and recommends retention strategy. So, this study will serve as a benchmark on identifying the major cause and extent of turnover intention in the Ministry.

This study employs a descriptive quantitative methodology using an online survey questionnaire. The survey instrument was utilized to measure the level of turnover intention, pay satisfaction, organizational justice, performance appraisal politics, social networks and person-organization fit.

The population for the study was employees of MoFPDA starting from advisor to the Minister excluding higher officials who are politically appointed. The online questionnaire was sent to one hundred fifty employees who were selected using a purposive and snowballing sampling technique. The questionnaire was sent using different mechanisms including email and social media accounts of respondents. 101 valid responses were collected from September 09, 2018, to October 17, 2018. In the survey questionnaire, it was clearly stated that the response to the questionnaire is confidential and that no employee documentation data will be stored, and that privacy was guaranteed.

This study will comprise the background of the study which will give the overall view of the study, review of literature relating to turnover causes in the ground of different researches, description of the design of the study, population and sampling techniques, the type of data and tools/instruments of data collection, the techniques and process on how the data was collected and the methods on how the data was analysed. Lastly, data analysis and interpretation

of survey results are presented with the conclusion and recommendation of the study.

LITERATURE REVIEW

Turnover

Gomez-Mejia et al., (2001) defined turnover as the cessation of an employee's affiliation in an organization. Turnover can be categorized into a voluntary and involuntary turnover. When an employee is appointed in contrast to his/her interest it may show involuntary turnover, while voluntary turnover is where an employee willingly terminates his/her employment Newstrom and Davids (1997). Especially when it is high, turnover can have several negative consequences Staw (1980). While employees leave or quit their job the well-experienced, skilled and valuable human resource of an organization is lost. The negative consequences of turnover may comprise the cost of recruiting, selecting, training cost and also productivity losses (Waldman et al., 2004).

Price (2001, p. 600) defined turnover as the "individual movement across the membership boundary of an organization". In this case the concept "individual" refers to an employee within an organization and the idea of moving can be either consent or separation from the company. Authors also used other labels for turnovers, such as quits, attrition, exits, mobility, migration or succession.

Cost of Turnover

According to Griffeth and Hom (2001), the cost of turnover can be categorized into three; separation, replacement and training cost. Whether it is done by a supervisor or a human resource expert separation cost refers to exit interviews which include both the leaver's time and the interviewer's time. Another separation cost is related to the administrative and paperwork cost of cancelling the leaver's name from the payroll list done by the human resource expert. Disbursement to leavers is another cost of separation in which the organization pays for unused vacation. The other

cost of separation mostly related to service provider organizations is related to the amount of client revenue lost when human resource shortages force the organization to turn away customers. In addition to these, separation cost is also related to productivity loss in which leavers is less efficient, manifested by less productivity and more absenteeism before resignation and affect the remaining staff who must assume the leaver's duties.

One of the organization's concerns, employee turnover may be injurious to both the organization and the employees. As discussed above, turnover has an effect on the organization's costs relating to recruitment and selection, induction and personnel process, training of new staffs and above all, loss of knowledge and skill gained by the employee while on the job. In addition, turnover may result in understaffing which in turn leads to reduced effectiveness and productivity of the remaining staff. Organizational turnover has an adverse impact on the employee as well. The individual may lose non-vested benefits and may be a victim of the 'grass looks greener' occurrence. Above all turnover intention is consequential to actual leaving behaviour (Jha, 2014).

Turnover Intention

Different from actual turnover, the turnover intention is vague. Turnover intention shows an employee's attitude towards his/her organization where he belongs to. Since attitudes are complex in nature it is better to consider several fundamental components to understand this complex nature of attitudes (Robbins & Judge, 2001). According to Staffelbach (2008), intentions are a statement of an individual behaviour indicating the real interest of an individual. These intentions generally can be taken as a precise sign of the succeeding behaviour (Alam & Mohammad, 2010). From these, it is important to look at intentions since they can provide a vital indication of one's insights and decisions (Jha, 2014).

Turnover intention can be defined as an intention of voluntary separation of an individual from an organization. In the sequence of withdrawal cognition turnover intention are the last part and an intermediary between evaluations that are related to the decision to leave and the actual turnover in the process models of turnover (Cohen & Golan, 2007). According to Berndt (1981) turnover intention is not explicit like actual turnover; intentions are a statement about a specific behaviour of interest. Turnover intentions also reflect the probability of an employee leaving his/her organization or change his/her job within a specific period of time. And often turnover intentions are related to the individual behaviour of searching for another job though it is not the case always (Sousa-Poza & Henneberger, 2004).

Though a number of studies have been conducted on identifying factors affecting turnover intention, the number of studies identifying the consequences of turnover intentions is not that much. Few pieces of research are available on the effects of turnover intention had on future turnover intention and actual turnover. Brough and Frame (2004) found that the strength of the early turnover intention was positively associated with succeeding turnover intention measured by four months while for Blau, Ward-Cook and Edgar (2006) two years later. After the initial turnover intention was measured other studies showed that (Payne & Huffman, 2005) six months later, (Allen et al., 2005) twelve months later and (Alexander et al., 1998) eighteen months late that turnover intention was positively related to real turnover. In contrast, Crossley et al. (2007) showed that turnover intention measured in the previous year was not related to real turnover.

Theoretical Underpinning of the Model

Basically, this study is relying on the Two-Factor Theory in explaining all the variables and the relationship of the independent and outcome variables. Since the theory argues there are factors of motivation and dissatisfiers called hygiene factors such as organization policy, administration, salary, interpersonal relation, working conditions Mughal et al., (2016). In

addition to the Two-Factor theory as an umbrella theory of this study, other theories and one model were also discussed with the same purpose which was used by previous studies (Iyigun & Tamer, 2012; Eidukaite, 2016; Mughal et al., 2016; Pauline, 2017).

According to Hackman and Oldham (1976), the Two-factor theory distinguishes between motivators and hygiene factors. By which motivators like being recognized for one's accomplishment, autonomy to do something meaningful and being engaged in decision-making give positive satisfaction which arises from the inherent conditions of the work itself. And hygiene factors like job security, salary and working conditions are factors that do not motivate the employee directly but lead to dissatisfaction when they are absent.

One of the recognized theories Maslow (1954), discussed those employees could be motivated and satisfied in their job if they recognize that their basic needs and other desires are fulfilled by the organization. According to this theory, sustaining the so-called elementary desires such as shelter, food, water and clothing is the leading and primary issue tormenting individuals. After physiological needs have been met, people will mainly emphasize meeting their safety needs. Once these two needs: elementary desires and safety needs have been addressed; employees will stay gratified with their jobs if their social needs have been met. After the fulfilment of their social needs, it is common that people began to give more attention to meeting their esteem needs. The last stage of this hierarchy of needs is self-actualization described by Maslow as the yearning

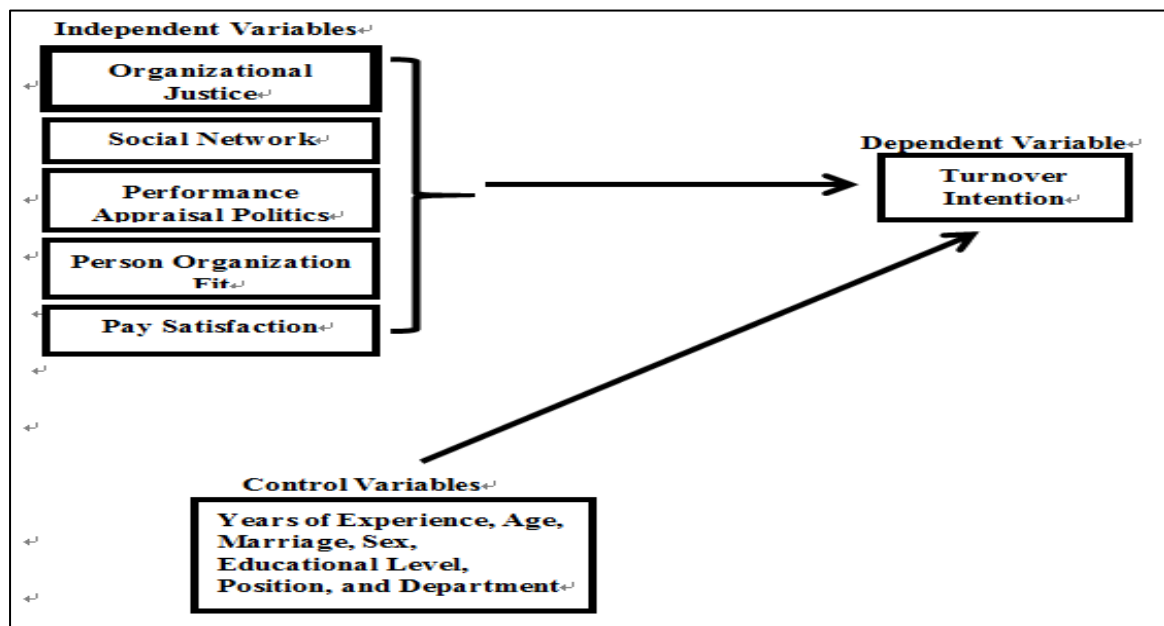
for growth, accomplishing one's potential and self-fulfilment. Employee's aspirations on the same task for a considerable period might become fed up which might result in job searching.

According to Brinkmann and Stapf (2005) cited by Perez (2008), the beginning of the theory of social exchange goes back to the studies of Thibaut and Kelley, Homans and Blau. And the basic premise of the theory is that social behaviour is the outcome of an exchange process, in which the drive is the maximization of benefit and cost. This theory is mainly used in explaining the relationship between an organization and its members. Understanding the interaction between employees and employers in the workplace is what social Exchange Theory tries to relate (Smith, 2005).

A theory initially proposed by (1965), equity theory emphasizes on the fair distribution of resources in an organization for both the employee and the employer. This theory proposes also that individuals in an organization will be motivated and perform well if they feel that they are treated fairly and equally. Individual employees work very hard or perform something and expect also the outcome from their employer and vice versa.

Theoretical Framework of the Study

Built on previous literature, theories and models reviewed so far, this research proposed the following conceptual framework presented. Determinants comprised of organizational justice, social network, performance appraisal politics, person-organization fit and pay satisfaction. The outcome variable of this study is turnover intention in MoFPDA.

Figure 1: Conceptual Framework

Organizational Justice

Organizational justice refers to the degree of perception of employees in an organization towards procedures, communications and outcomes to be fair in nature. This perception of employees in an organization may influence the attitude and behaviour of employees for good or bad, which in turn may affect positively or negatively employee's performance and organizational success (Baldwin, 2006). Cropanzano and Greenberg (1997) defined organizational justice as the level of impartiality, behavioural fairness and the carefulness of employers in the distribution of employee reward in the organizational rewarding system. Distributive justice and procedural justice are the two types of organizational justice (Price, 2001). Meaning these two types of organizational justice are the most commonly used in measuring organizational justice (Fassina et al., 2008).

Hypotheses 1: Organizational justice is negatively related to turnover intention

Social Network

The job embeddedness model (Mitchell et al., 2001 cited by Soltis et al., 2013) discusses that the connection an employee has within an

organization or workplace can have a strong impact on turnover intention. Formal or informal employees' social network in an organization makes up a social network that defines a particular organization as experienced by the employee every day when coming to work. These informal and formal social relations are connected to the degree to which an employee tends to leave, and this social network will encourage feelings of being overwhelmed or under-rewarded, and thereby increase turnover intentions (Soltis et al., 2013).

Hypotheses 2: Social network is negatively related to turnover intention

Performance Appraisal Politics

Performance can be defined as an outcome of employee actions measured by equating the duties and responsibilities an organization assigned to an employee and the outcomes of his determinations to realize his duties and responsibilities. Since the performance of an organization is based on the performance of the individual employee it can also be tied to the organizational goal (Arshad et al., 2013). Because of the nature of the subjectivity of performance in many jobs, performance is not favourable to objective assessment (Ferris & Judge, 1991). The

subjectivity in the evaluation process allows a rater's personal agenda to drive the appraisal rating process. For the sake of satisfying personal objectives and accommodate contextual demands, ratters may manipulate rating (Fried & Tieg, 1995).

Hypotheses 3: Performance appraisal politics is positively related to turnover intention.

Person Organization Fit

Based on the theory of Person-environment when an individual employee tends to match with the working environment positive responses will occur. Meaning in an environment where there exists a good match between an individual employee and an organization there will be high satisfaction, mental and physical well-being of employees and reduced turnover intention. And individual employees will be satisfied and adjust most when the job they are engaged in is congruent with their own personality types (Dawis & Lofquist, 1984).

Hypotheses 4: Person organization fit is negatively related to turnover intention.

Pay Satisfaction

Pay lets individual employees attain other rewards (Lawler, 1971). Because of this payment has long been taken as one of the most important organizational rewards (Heneman & Judge, 2000). Taylor (1911) premise that employees will be motivated to put extra effort into their job for the sake of capitalizing on their economic gains. Meaning pay is perceived as a basic factor in motivating employee towards performance and the best way to attract employees to an organization and reduced turnover intention of employees (Carragher, 2011). Though the premise of Taylor began to be challenged with the emergence of human relations school the fact remains that money is the fundamental way in rewarding employees (Wren & Bedeian, 1994).

Hypotheses 5: Pay satisfaction is negatively related to turnover intention.

RESEARCH METHODOLOGY

This study is conducted in the Ministry of Federal and Pastoralist Development Affairs, which is one of the core executive bodies of FDRE located in the capital Addis Ababa. Addis Ababa is the capital of Ethiopia, as well as the capital of Africa since the head quarter of the African Union, is in it. Addis Ababa is organized in ten sub-cities and 117 woredas and MoFPDA is in Kirkos Sub City, Woreda Three in Ethion-China Street.

Since the boundary of the research is limited to MoFPDA, the study focuses on employees of MoFPDA. Survey questionnaires were administered online and 101 valid responses were collected out of 285 employees from MoFPDA which is 35.4% of the population from 9th September 2018 to 17th October 2018. Though the best way to reduce sampling error and increase the representation and generalizability is to increase the sample size (Cottrell & McKenzie, 2010), and there are no certain rules on how to decide the sample size of a particular study a sample size up to 30% is adequate for representing a symmetrical population (Paine & Kiser, 2003).

This study collected primary data from employees of MoFPDA under the study through an online survey questionnaire (i.e., Google forms) which was open from 9th September 2018 to 17th October 2018. The purpose of the survey was to collect data to explore determinants of turnover intention in MoFPDA. For the sake of representing the characteristics of the population, the researcher aimed at collecting 150 responses from the survey. These respondents were reached using purposive sampling and snowballing sampling techniques. As the name indicates purposive sampling is used with a specific purpose where the selection of sampling units is naturally purposive. It can be very useful in a situation where the researcher needs the targeted sample quickly (Singh, 2007). Also called chain sampling or respondent-driven sampling, snowballing sampling is a sampling technique where respondents are asked to refer to other people, they know in the population to make the

sample more inclusive (Remler & Van Ryzin, 2014).

The researcher used social media networks accounts of employees such as messenger, what is up, IMO, email, telegram etc. for those employees who the researcher had one of their accounts. In addition to this, for the purpose of reaching employees whom the researcher did not have their account those previously contacted employees were told to pass the link to other employees of MoFPDA. With this mechanism, the researcher was able to send the link to more than 150 employees in MoFPDA in all departments starting from advisor to the minister to the lowest level structure of MoFPDA. Finally, the researcher was able to collect 101 valid responses within the aforementioned date.

All items in the questionnaire were measured on a Likert scale. After collecting data was recapped and analysed using MS Excel for data coding and cleaning, Statistical Package for Social Science (SPSS) version 20 and AMOS, enabling the researcher to conduct regression analysis in order to analyse the relationship between variables.

In this study, for the sake of empirical exploration, methodological tools such as exploratory factor analysis, confirmatory factor analysis and regression analysis were employed.

RESULTS AND DISCUSSIONS

Sample Characteristics

In this study, the distribution of age shows that the majority of the employees in MoFPDA are in the range of 31-40 comprising 34.7% of the total respondents followed by young age group, ranging from 26-30 comprising 26.7 % and 41-50 comprising 21.8% of the total respondents. The rest group is 25 years and below representing 8.9% and from 51-60 representing 7.9 % of the total respondents. Regarding sex, 59.4% were male and 40.6% were female. 92.1% of the respondents fall under two categories of marriage where 38.6% were single and 53.5% were married. Regarding the highest educational

attainment of respondents, the majority were BA holders constituting 45.5% followed by MA/MSc holders constituting 34.7% of the respondents. And the rest were diploma 6.9%, certificate 7.9%, grade 12 complete 1% and grade 10 complete 4%.

In terms of the position the respondents hold, 25.8 % of the respondents were middle-level leaders in MoFPDA (represented by the advisor to the minister 2%, advisor to the state minister 1%, general director 5.9%, director 12.9% and team leader 4%), 33.7% were senior officers, 7.9% were middle-level officers, 12.9% were junior officers and the rest 19.9% were from support staff. Regarding years of service, 22.8% were under five years, 24.8% from six to ten, 20.8% were eleven to fifteen, 9.9% 16 to 20 years, 7.9% were 21 to 25 years, 8.9% were 26 to 30 years and 5% were 31 years and above years of service. Except for Legal Service and Youth and Women's Affairs, the rest of the departments were represented which was 15 out of 17, from which the majority were Conflict Prevention and Resolution with 11.9%, Equitable Development with 19.8% and Religion and Faith Affairs with 20.8%. These three departments are core processes in MoFPDA and comprising the majority of the staff of the MoFPDA.

Missing Value Analysis

According to Hippel (2004) "Missing value analysis is important in evaluating the occurrence of systematic patterns (or lack thereof) in missing values and to identify the best method to handle them". In addition to this missing value, the analysis gives the researcher a clear view of where the missing value is located so as to decide to exclude or substitute them (Tufféry, 2011). The data employed in testing the conceptual and hypothesized model was a result of an online survey collected from employees of MoFPDA from 9th September 2018 to 17th October 2018. Since all items from the demographic characteristics to the main question of the survey were required, there was no missing data. But for a further check-up, missing data analysis was done using MS Excel and SPSS. No response was removed from the collected data since the

minimum standard deviation was 0.52, where a standard deviation less than 0.20 is considered a weak relationship, a standard deviation ranging from 0.20 to 0.49 is considered as a moderate relationship, and a standard deviation of 0.50 and above is considered a strong relationship (Acock, 2008).

Descriptive Statistics

The researcher conducted descriptive statistics to determine whether the data is normally distributed or not. *Table 1* shows the summary of statistics of each independent variable and dependent

variable. The minimum and maximum values in the descriptive statistics indicate the range of response with respect to each variable in addition to the mean and standard deviation for each variable. From the independent variables of the study performance appraisal politics has relatively high mean value of 3.18 (*Std Dev.* = 0.85), while organizational justice ($M = 2.49$; *Std Dev.* = 0.84), social network ($M = 2.07$; *Std.Dev* = 0.75), pay satisfaction (mean= 1.75; *Std Dev.* = 0.68) and person-organization fit ($M = 2.84$; *Std Dev.* = 0.80). The outcome variable of the study turnover intention has ($M = 3.27$; *Std. Dev.* 0.85).

Table 1: Descriptive Statistics of Variables

| Variables | Mean | Std. Dev. | Min | Max |
|--------------------------------|------|-----------|-----|------|
| Organizational Justice | 2.49 | .84 | 1.0 | 4.2 |
| Social Network | 2.07 | .75 | 1.0 | 4.0 |
| Pay Satisfaction | 1.75 | .68 | 1.0 | 3.67 |
| Performance Appraisal Politics | 3.18 | .85 | 1.0 | 5.0 |
| Person Organization Fit | 2.84 | .80 | 1.0 | 4.5 |
| <i>Outcome Variable</i> | | | | |
| Turnover Intention | 3.27 | .85 | 1.4 | 5.0 |

Reliability and Validity Analysis

Exploratory Factor Analysis

The study implemented exploratory factor analysis (EFA) by employing SPSS v.20 on the determinants and the outcome variable which is turnover intention through principal components extraction method and Promax rotation technique. The program was ordered not to print factor loading that was less than 0.4, since an item with factor loading less than four is not a strong indicator of a specific factor (Urdan, 2011). And the result shows that organizational justice, pay satisfaction, person-organization fit, social network, performance appraisal politics and turnover intention are clearly grouped separately with factor loadings from .496 to .916 and KMO value of .783 ($p < .001$). The values in *Table 2* show the results of the exploratory factor analysis (EFA).

To further establish the reliability of the measurement, the Cronbach's alpha value for each of the factors was extracted: (a) organizational justice ($\alpha = 0.866$), (b) pay satisfaction ($\alpha = 0.746$), (c) person-organization fit ($\alpha = 0.670$), (d) social network ($\alpha = 0.751$), (d) performance appraisal politics ($\alpha = 0.597$) and turnover intention 0.874. There is no consensus on the minimum acceptable standard for Cronbach's alpha value for scale reliability where some accept 0.5 as a minimum indicator of good internal consistency and others accept 0.7 as a minimum indicator of internal consistency (Bowling, 2014). *Table 3* summarizes the Cronbach's alpha values of all the variables used in the study.

Table 2: Results of factor analysis

| | Pattern Matrix ^a | | | | | |
|------|-----------------------------|------|------|------|------|------|
| | Component 1 | 2 | 3 | 4 | 5 | 6 |
| TI3 | .916 | | | | | |
| TI5 | .910 | | | | | |
| TI1 | .910 | | | | | |
| TI2 | .662 | | | | | |
| TI4 | .496 | | | | | |
| OJ2 | | .862 | | | | |
| OJ1 | | .841 | | | | |
| OJ5 | | .794 | | | | |
| OJ3 | | .754 | | | | |
| OJ4 | | .733 | | | | |
| POF4 | | | .778 | | | |
| POF1 | | | .749 | | | |
| POF2 | | | .635 | | | |
| POF3 | | | .588 | | | |
| PS5 | | | | .892 | | |
| PS4 | | | | .784 | | |
| PS6 | | | | .687 | | |
| SN3 | | | | | .901 | |
| SN2 | | | | | .772 | |
| SN4 | | | | | .760 | |
| PAP1 | | | | | | .788 |
| PAP3 | | | | | | .727 |
| PAP2 | | | | | | .666 |

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

Table 3: Cronbach's Alpha Value

| No. | Variable | No. of Items | Cronbach's Alpha |
|-----|---------------------------|--------------|------------------|
| 1 | Organizational justice | 5 | .866 |
| 2 | Person organization fit | 4 | .670 |
| 3 | Pay satisfaction | 3 | .746 |
| 4 | Social network | 3 | .751 |
| 5 | Person appraisal politics | 3 | .597 |
| 6 | Turnover intention | 5 | .874 |

Confirmatory Factor Analysis

This study employed confirmatory factor analysis to further confirm the reliability and validity of the constructs. Results of the CFA, for instance, the correlations and standardized estimates were

utilized to validate the parameters through the stats tools package by (Hu & Bentler, 1999). The analysis provides information on the convergent and discriminant validity of the measurements. The results shows that the model fits the data well as evidenced by the CMIN/DF = 1.204 (>1 is

excellent), SRMR = .0862 (>.08 is acceptable), ($<.06$ is excellent), and PCLOSE = .633 (>.05 is excellent), CFI = .955 (>.95 is excellent), RMSEA = .045 ($<.06$ is excellent). *Figure 2* shows the CFA results.

Figure 2: Results of Confirmatory Factor Analysis

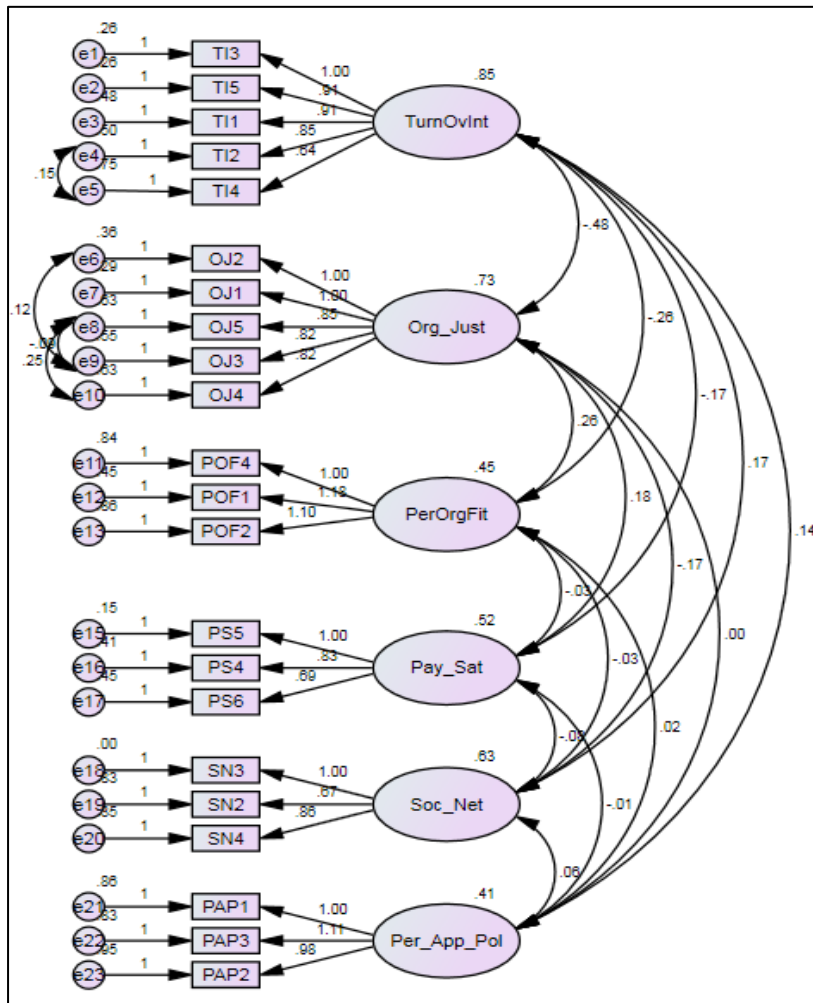


Table 4: CFA Model Fit Summary

| Model | Chi-square/df | AGFI | SRMR | GFI | CFI | RMSEA | IFI | TLI |
|------------------|---------------|------|------|------|------|-------|------|------|
| Suggested Values | Cut-off <3 | >.85 | <.09 | >.90 | >.90 | <.10 | >.90 | >.90 |
| Model | 1.204 | .79 | .08 | .84 | .95 | .04 | .95 | .94 |

Validity and Reliability Results

To further establish the robustness of the measurements, the study determined the internal consistency index (CR Index) and convergence validity—average variance extracted (AVE). *Table 5* summarized the results which are, for social network-CR = .81, AVE=.60; turnover

intention-CR =.87, AVE=.59; organizational justice-CR =.85, AVE=.55; person-organization fit-CR =. 70, AVE=.44; pay satisfaction-CR =.76, AVE=.52 and person appraisal politics—CR =.59, AVE=.33.

Table 5: Validity and Reliability Results

| | CR | | AVE | MSV | ASV | |
|---------------------------|--------|--------|--------|--------|--------|-------|
| Social Network | 0.813 | | 0.608 | 0.060 | 0.031 | |
| Turnover Intention | 0.876 | | 0.591 | 0.372 | 0.147 | |
| Organizational Justice | 0.858 | | 0.551 | 0.372 | 0.146 | |
| Person Organization Fit | 0.700 | | 0.440 | 0.212 | 0.081 | |
| Pay Satisfaction | 0.766 | | 0.529 | 0.087 | 0.036 | |
| Person Appraisal Politics | 0.598 | | 0.332 | 0.056 | 0.015 | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| Social Network | 0.779 | | | | | |
| Turnover Intention | 0.236 | 0.769 | | | | |
| Organizational Justice | -0.245 | -0.610 | 0.742 | | | |
| Person Organization Fit | -0.057 | -0.426 | 0.460 | 0.664 | | |
| Pay Satisfaction | -0.146 | -0.263 | 0.295 | -0.058 | 0.728 | |
| Person Appraisal Politics | 0.126 | 0.236 | -0.006 | 0.054 | -0.012 | 0.576 |

Correlation Analysis

Based on the correlation analysis turnover intention is negatively correlated with predictor variables, including organizational justice, person-organization fit and pay satisfaction. The social network is positively correlated with turnover intention. Among these variables, organizational justice ($r = -.551^{**}$, $p < .01$), person-organization fit ($r = -.342^{**}$, $p < .01$) and pay satisfaction ($r = -.293^{**}$, $p < .01$) has the highest negative significant correlation coefficients with the outcome variable. And the social network has a positive significant correlation coefficient ($r = .239^*$, $p < .05$) (see Table 5). From the independent variables, person appraisal politics has no significant relation with the outcome variable which is turnover intention. In addition to the predictor variables, the control variables of this study are also statistically related to turnover intention. Year of service has the highest significant correlation coefficient ($r = -.298^{**}$) with turnover intention, and age ($r = -.224^*$) and sex ($r = -.216^*$) has significant correlation coefficients with turnover intention.

Regression Analysis

Table 6 shows that Organizational Justice ($\beta = -.447$ and $p = .000$); person organization fit ($\beta = -.252$ and $p = .007$); pay satisfaction ($\beta = -.207$ and $p = .035$); social network ($\beta = .073$ and $p = .399$)

and person appraisal politics ($\beta = .177$ and $p = .019$). R-Square found with a value of (.564) which means that 56.4%, of the variation of the dependent variable has explained by the independent variables.

Table 6: Results of Regression Analysis

| Coefficients ^a | | | | | |
|---------------------------|-----------------------------|------------|---------------------------|--------|------|
| Model | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
| | B | Std. Error | Beta | | |
| Organizational justice | -.447*** | .086 | -.441 | -5.188 | .000 |
| Person organization fit | -.252*** | .091 | -.236 | -2.781 | .007 |
| Pay satisfaction | -.207** | .097 | -.167 | -2.147 | .035 |
| Social network | .073 | .086 | .064 | .847 | .399 |
| Person appraisal politics | .177** | .074 | .177 | 2.396 | .019 |
| Age | -.092 | .113 | -.117 | -.817 | .416 |
| Sex | -.205 | .166 | -.118 | -1.236 | .220 |
| Marriage | .019 | .054 | .034 | .355 | .723 |
| Education | .040 | .085 | .057 | .479 | .633 |
| Position | -.053 | .037 | -.192 | -1.465 | .146 |
| Years of service | -.157** | .069 | -.329 | -2.270 | .026 |
| Department | .026* | .015 | .148 | 1.714 | .090 |
| F | | | 9.492 | | |
| R | | | .751 | | |
| R ² | | | .564 | | |
| Adjusted R ² | | | .505 | | |
| N | | | 101 | | |

a. *Dependent Variable: Turnover Intention*

Summary of Hypotheses Testing

In this study a total of five hypotheses (mentioned earlier in this thesis) were proposed and tested on the basis of p-value. Among these four hypotheses were supported which are H1, H3, H4, and H5. Hypothesis 2 of this study social network was not supported.

In Hypothesis 1, organizational justice was found to be significantly and negatively related to turnover intention ($B = -.441***$, $p < .01$) which shows the perception of unfair organizational justice negatively influences turnover intention. In Hypothesis 3, performance appraisal politics was found to be significantly and positively related with turnover intention ($B = .177**$, $p < .05$) which indicates that the more political interference in performance appraisal implementation increase the intention to leave. In Hypothesis 4, the person-

organization fit was found to be significantly and negatively related with turnover intention ($B = -.236***$, $p < .01$) which also indicates that perception of unfit with organizational values negatively influence turnover intention. In Hypothesis 5, pay satisfaction was found to be significantly and negatively related to turnover intention ($B = -.167**$, $p < .05$) which indicates that employee's dissatisfaction with payment negatively influences turnover intention. Among the proposed and tested hypothesis in this study social network was not supported, which means this variable has no relation with turnover intention in the case of MoFPDA.

From the demographic characteristics of this study, years of service were found to be significantly and negatively related to turnover intention ($B = -.329**$, $p < .05$). This indicates whenever years of service increase the intention to leave decreases and

vice versa. The other demographic characteristics were found to be positively and significantly related to turnover intention as a department ($B = .148^*$, p

$< .1$). *Table 7* summarizes the results of the hypotheses testing of the study.

Table 7: Results of Hypotheses Testing

| Variables | Hypotheses | Direction | Test Result |
|--------------------------------|--------------------------------------------------------------------------------|-----------|---------------|
| Organizational Justice | H1: Organizational Justice is negatively related to Turnover Intention. | - | Supported |
| Social network | H2: Social Network is negatively related to Turnover Intention | + | Not Supported |
| Performance Appraisal Politics | H3: Performance Appraisal Politics is positively related to Turnover Intention | + | Supported |
| Person Organization fit | H4: Person Organization fit will negatively influence Turnover Intention | - | Supported |
| Pay Satisfaction | H5: Pay Satisfaction has a negative effect on Turnover Intention. | - | Supported |

CONCLUSION

The basic objective of this study was to answer the question of what are the determinants of turnover intention in MoFPDA. The data for this study was collected from employees of MoFPDA using an online survey questionnaire. 101 valid responses were collected from Sep. 09, 2018 to Oct. 17, 2018, using a purposive and snowballing sampling technique. To analyse the data collected SPSS software and AMOS were used. Based on the data collected, analysed and the procedure followed to answer the research question this chapter will mainly discuss the findings of the study. From this, the study also presents the theoretical implications, practical implications and limitations of the study.

From the five variables discussed and the hypothesis tested in this study, the result of verification of hypothesis with regression analysis shows that organizational justice, person-organization fit and pay satisfaction were found to be statistically significant and negatively related with the outcome variable turnover intention and performance appraisal politics was found to be statistically significant and positively related with turnover intention. Meaning out of the five

hypotheses established in the model of this study four were adopted.

The first factor affecting employee turnover intention in MoFPDA in this study is organizational justice which was explained by both distributive and procedural justice. The study revealed that organizational justice and turnover intentions are significantly and negatively related. Meaning the perception of the staff on the fairness of consistency of decision making, the procedure followed in decision making and the outcome of distribution of resources and rewards affect turnover intention positively. In contrast, less perception of organizational justice negatively affects turnover intention. The inverse relation of these two variables which was revealed by this study was also similar to previous studies (McFarlin & Sweeney, 1992; DeConinck & Bachmann, 2005; Baldwin, 2006; Sabag & Schmitt, 2016; George & Wallio, 2017; Shafiq, Khan, Bhatti & Khan, 2017). The Ministry needs to improve the procedures followed in decision making regarding rewards, promotion, distribution of resources and consistency of decision making.

The second determinant studied in this study, which has a statistically significant and negative relation to the outcome variable turnover intention was person-organization fit. Where the perception of having similar goals, values, culture and characteristics between an employee and an organization has an influence towards employee decision in leaving and staying in the current job which was similar to previous studies (Dawis & Lofquist, 1984; Schneider, 1987; Findik et al., 2013; Giffen, 2015; Zhang et al., 2017). From the finding of this study these two variables are inversely related where, when employees have the perception of similarity between their goals and values with the organizational values and goals they tend to stay. But when employees perceive that they do not fit with the existing organization they tend to look for other suitable situations than trying to fit themselves. In order to reduce the intention to leave the Ministry needs to consider the person-organization fit during recruitment. In addition to this, the Ministry also needs to harmonize the fit with employees by following different mechanisms.

The third factor affecting turnover intention under this study was pay satisfaction. This was also found to be statistically significant and negatively related to the outcome variable. By comparing their salary with other organizations and colleagues with similar status if they found difference employees began to think about looking for another job. Previous studies also show that by comparing their effort with what is being paid and if they feel unfair employees began to develop an intention to leave (Firth et al., 2004; Carraher, 2011; Choudhury & Gupta, 2011; Shukla & Sinha, 2013; Sukriket, 2014). The Ministry needs to revise the scale of salary compared with similar federal ministries, the current market value and the workload and the salary being paid. Providing different fringe benefits also needs so as to support the employees.

The last variable to be found statistically significant and positively related to the outcome variable was performance appraisal politics. The study proves

that reducing the performance appraisal politics and its perceptions among the employee will reduce the intention to leave. Previous studies (Poon, 2004; Arshad et al., 2013) also showed that performance evaluation is naturally subjective and there is interference with the different motive behind. This interference in the process of evaluation resulted in an increased intention to leave. Here also the Ministry needs to check the way performance evaluation is conducted so as to reduce the perception of performance appraisal politics among employees.

From the independent variables, the social network was not supported meaning this variable has no role in determining the level of turnover intention in the case of the Ministry under this study. This finding is interesting in that it is against previous studies which argue that informal and formal social network has a direct relationship with turnover intention (Soltis et al., 2013; Vardaman et al., 2015; Karatepe & Olugbade, 2017).

The other interesting finding of this study was the statistically significant and negative relation of years of service with the outcome variable turnover intention. The two factors are inversely related, as years of experience increase the intention to leave decreases and the lower the experience the intention to leave is high. As indicated in the demographic characteristics of respondents 70.3 % of the staff of the Ministry is under the age of 40. Considering this fact, the Ministry also needs to think through how to retain the youth employee which is the majority of the workforce of the Ministry.

Theoretical Implication

This study has a theoretical significance since it confirms that the hygiene factor from Herzberg's (1959) Two Factor Theory. The research model of this study captures the hygiene factors as an influencing factor of turnover intention. Hygiene factors do not motivate the employee directly but lead to dissatisfaction when they are absent

(Hackman & Oldham, 1976). Pauline, 2017 discussed that, employees began to respond to his/her intention to leave appeals when the factors that are contributing to one's overall satisfaction start to become negatively affected which was supported by this study.

The other theory used in this study in explaining the relationship among variables was Adam's (1965) equity theory. This emphasizes the fair distribution of resources in an organization for both the employee and the employer. And the study supports the theory where there is unfair distribution of resource and treatment the intention to leave increase.

The findings of this study also confirm social exchange theory which argues employees will leave an organization or abandon their relationship if they feel that there is an imbalance between what they are giving and receiving in their relationship with their organization (Farmer & Fedor, 1999).

This study also provides theoretical support to both practitioners and academicians in explaining the relationship between determinants and the outcome variable turnover intention in the Ethiopian public sector context.

Practical Implication

Based on the findings this study suggests that interventions should be carried out to reduce the intention to leave particularly in the Ministry under this study and similar level ministries at the federal level in general.

- In formulating any directives and manuals regarding human resource issues the Ministry needs to consider the factors under this study.
- In managing turnover intention in the Ministry, the top-level management should consider the determinant factors such as organizational justice, performance appraisal politics, pay satisfaction and person-organization fit.
- The Ministry in particular and federal Ministries, in general, should implement the basic merit principles in order to secure accountability. It is mentioned in proclamation number 1064/2017 section 3 article 13(1), that any type of recruitment of a civil servant shall be effected only on the result of examination and criteria set nationally. Practically there is a violation of merit principle intentionally and unintentionally in Ethiopian civil service (Gebrekidan, 2011). This violation of merit principles contributes to the perception of organizational justice and person appraisal politics.
- The Ministry needs to engage the staff to be actively involved in the process of decision making and accepting their constructive and valuable views.
- Regarding performance evaluation it is mentioned in the proclamation number 1064/2017 subsection 4 article 31 sub article 1(b) performance evaluations should be done on a continuous basis with the purpose of identifying the strength and weakness of employees and improving future performance. In section 4 article 31 sub article 2(a) the proclamation stated about the transparent and evidence-based objective evaluation of performance. In the same article sub-article 1(d) it is mentioned the need for incentive based on the evaluation result. But in most cases evaluation is done two times a budget year without having an objective and continuous assessment record. Though it is not objective and continues it is not also directly followed by a standardized incentive system applicable uniformly. Improving the performance management system is important in the Ministry with the objective of improving employees' knowledge and skill. And align it with a system of award and reward.
- In order to attract and retain talented, knowledgeable and experienced peoples the Ministry needs to improve the salary scale based

on the workload. In addition to this, there is no standardized benefit package nationally and there are over sixty-five different salary scales in the country (Gebrekidan, 2011). Introducing a national payment scale that leads to equal payment to equal job, educational background and experience and harmonizing the complexity of the organizational mission with fair payment and non-salary benefits of the employee are important measures in decreasing turnover intention.

- In order to foster person-organization fit, the Ministry needs to seriously consider during the recruitment and selection process in selecting individuals with a strong fit with the organization and its values. In addition to this, the Ministry also needs to develop this fit by nurturing both the newly recruited and the existing staff by communicating and making clear its mission and values.
- Since the finding of this study indicates years of service is negatively and significantly related with intention to leave and considering the fact that the majority of the staff is under the age of 40 the Ministry needs to seriously plan on how to retain this young workforce. In addition to this in the Scholarship directive of the Ministry among the major points for selection is years of experience which comprise of 15% and critically affect the youth in the selection process. The Ministry needs to revise the directive in order to give favourable ground of competition for the youth.

Limitations and Future Research

With the objective of exploring the determinants of turnover intention, this study was conducted in MoFPDA. First in its kind in the Ministry will contribute to exploring the major factors of turnover intention in the Ministry and similar federal institutions. The lack of similar studies in Ethiopian public service to compare results was one of the

challenges in conducting this research. The sample size consisted of 101 respondents which are 35.4%; from this, the generalizability may be limited to only the Ministry under the study. The data collected for this study was limited to a survey questionnaire which makes the accuracy of the data-dependent on the willingness of respondents. Future researches may include qualitative measures for obtaining additional information from the respondents.

Though some variables have two and above dimensions such as organizational justice (procedural and distributive), turnover intention (conflictual and developmental), performance appraisal politics (motivational and punishment) for the purpose of making it simpler to respondents their dimensions were not used in this study. Future studies may include the different dimensions of independent and outcome variables of this study. Future further research can also be conducted on the retention of employees in the Ministry. This study concentrates on five major factors of turnover intentions. But there are also other factors affecting turnover intention, so further study could be done including other factors such as job satisfaction, work environment, organizational commitment, emotional exhaustion, work engagement etc.

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