Determinants of Employee's Turnover: A Case Study at Madda Walabu University

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Abstract

The research is aimed at investigating the major determinants of employee's turnover in Madda Walabu University. The study was conducted using interviews, document analysis and questionnaires. Both primary and secondary sources of data were used., Model developed by different scholars as to the demographic factors, individual factors and Organizational factors on the impacts on employee's turnover was reviewed. The data was collected from both academic and administrative staffs. Thus, from a total of 2,387 populations of the academic and administrative staff of, 343 samples of the study were selected using purposive, stratified and simple random sampling techniques. Questionnaires and interviews were used as a primary data collection tools. For the quantitative data analysis Descriptive and Inferential Statistics were used. The analysis result indicates that (age, Current education qualification, Job satisfaction, personal factors, working environment and Training and development) have significant effect on employee turnover in the University at ( ). Since skilled staffs turnover affect the University; it is recommended that the University had better strongly work on reduction mechanisms like encouraging employees to participate in decision making, arranging good working environment, sharing benefits based on employee performance, giving promotions, giving clear path for career advancement, training and development mechanisms.

Keywords: Employee turnover, determinants, logistic regression.

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1. Introduction

1.1   Background of the study

Employee turnover is the rotation of workers around the labour market between firms, jobs and occupations and between the states of employment and unemployment [1]. Turnover is defined as a ratio of the number of organizational members who have left during the period being considered divided by the average number of people in the organization during the period [2]. In a broad sense, turnover refers to the movement into and out of an organization by the workforce [3].

Human capital theory suggests that since the knowledge, skills and abilities that people bring to organizations have enormous economic value to the organization; they need to be managed in the same strategic manner that other economic assets (e.g. land, financial capital) are manage [4].

Employee turnover is a global phenomenon. In the present world of economic growth, changing socio economic factors, dynamic labour markets and hyperactive macro-environmental factors, of almost all the organizations face the problem of employee turnover. In this very competitive environment no business can enjoy and sustain the success until it deals with turnover problems efficiently and successfully. In the near past, the competition among the sectors has been immense which has increased the importance of human resource management function [5]. Employee turnover rates are considered to be one of the persistent problems in organizations [6] has observed that "The most serious issue for employees today in all industries is hiring and keeping qualifies and capable employees". Though there are many causes such as demographic factors (Sex, Age, Education, Work Experience), individual factors (Job Satisfaction, Personal factor, Employee Expectations), and Organizational factors (Working Environment, Benefits and rewards, Leadership (management) Styles, Training and development) for staff turnover in an organization, all of those do not have negative impact on wellbeing of an organization. Organizations should differentiate between voluntary and involuntary turnover and take actions on the one under their control. Voluntary turnovers are those caused by the employee out of his/ her own choice (e.g. to take job in other organization for better salary) while involuntary turnovers are because of the decision of management (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations [7].

Intentionally or voluntary turnover incurs both direct costs and indirect cost. The direct cost includes substitute, staffing and selection, impermanent staff and not direct costs morale, pressure on left behind staff, costs of knowledge, product & service quality, organizational remembrance and the loss of social resources [8]. During downsizing direct and indirect costs contain individuality of involuntary turnover but usually it is voluntary turnover. However, financial costs are not the only result of turnover. Organizations must also moderate the effects of turnover on customer relations, trouble of efficiency; reduce in morale [1] and the resulting effect on organizational performance [9]. According to different researchers

investigated the causes of employee turnover in Ethiopia, such as; [10] the majority of the employees of the organizations dissatisfied with their involvement in the organizational decision-making processes and with the reward they received from their organizations for the work they do. The organizations should revise its compensation or monetary reward or payment system consistent with labor market and living expenses of the societies including competitive pay scale, housing allowance, better incentives, and medical benefits to retain well educated employees. Management bodies must realize their employees as the most important assets and as they need respect for them and their jobs [11]   Among the factors that contribute for termination of employee is employees' attitude about their organization, current job, career development opportunities, relation with managers, training facilities, employment expectation', salary and benefits packages, demographic factors and working environment [12].

Even though many studies have investigated the causes of employee turnover in different organizations in Ethiopia, there is no clearly investigated study conducted on Madda Walabu University concerning factors that determining employee turnover. The researcher while working in the University under study tried to assess whether the above researchers' recommendations point toward the target groups or not. So many factors affect employee turnover. In this paper the researcher assessed demographic factors (Age, Education, Gender, Work Experience), individual factors (Job Satisfaction, Personal factor, Employee Expectations),and Organizational factors (Working Environment, Benefits and rewards, Leadership/management Styles, Training and development)were contributing to employee turnover. Many employees complaining about leaving the University due to such reasons like problems in job satisfaction, environmental factors, poor management system, level of pay with respect to competitors (employee motivation) and demographic factors. Eventually most of those who complain leave (resign). Every year the number of employees complaining as well as left the University is increasing and this problem has a great impact on the University. Therefore, it is essential to conduct a research to investigate determinant of employee turnover in Madda Walabu University annual report of MWU, 2017.

1.2   Statement of the Problem

A research conducted in different government owned college reveal that pay, poor management system, Job Satisfaction and Working Environment are some of the serious and basic factors for employee to quit. According to the research conducted in 10 agricultural colleges, 82% of employees in the colleges have an intention to leave their current job [13]. Another related research conducted in government owned university revealed that 83% of the teachers who left their job stated that poor management system, lack of equal opportunities was one of the basic reasons to quit the job [14].

Thus, the efficiency and productivity of governmental organization in general and Madda Walabu University in particular are highly affected by employee turnover.

Through the human training development program, Madda Walabu University trains especially its academic staff employees in long- and short-term programs either in the country or abroad.   Currently 128 instructors are studying their PhD in the country and abroad (international scholarship) program; other 117 staffs also are studying their master's programs in the country and abroad.

However, many employees after being well trained and get rich knowledge and skilled why they want to leave the University with their skills untapped? According to Madda Walabu University HRM Directorates, current data and analysis shows about 140 academic staff and 209 administrative staff were left the university only in 2017; and as such there are great costs associated with employee turnover-separation pay, the expense of recruiting, selection, and training and so forth. Monetary and hidden costs are associated with employee turnover [15]. Hence, all the above facts or rationales mentioned initiated the researcher to investigate the determinants of employee's turnover in MaddaWalabu University.

Even if different researchers conduct their study similar to this problem in different areas, still our University is affected by serious employees' turnover. So, in order to examine the untouched areas, the researcher is highly attracted to conduct the study focusing on the matter that has not been dealt. Therefore, topic formulation is based on the above gaps.

1.3   Objective of the Study

The overall purpose of the study is to investigate factors determining employee's turnover in Madda Walabu University.

Specifically, this study intended to investigate the magnitude of employee's turnover in the University, to identify the factors that determine employee's turnover in the University and to examine the relationship between factors and employee's turnover in the University.

1.4   Study Hypothesis

To arrive at the real causes of employee turnover in this study, the following hypothesis was tested:

H_1: Sex and employee turnover are independent.
H_2: Age and employee turnover are independent.
H_3: Education qualification and employee turnover are independent.
H_4: Work experience and employee turnover are independent.
H_5: Marital status and employee turnover are independent.
H_6: Job satisfaction has significant effect on employee turnover in the University.
H_7: Personal factors have a significant effect on employees' turnover.
H_8: Employee expectation has a significant effect on employees' turnover.
H_9: Working environment has a significant effect on employee turnover.
H_{10}: Benefits and rewards have a significant effect on employee's turnover.

H_{11}: Leadership/management style has a significant effect on employee's turnover.

H_{12}: Training and development has an effect on the turnover of the employee.

The study attempts to investigate determinants of employee's turnover in Madda Walabu University. Thus, the findings of this study might help to come up with the following significance for the educational stakeholders and practitioners in the following ways.

The article is organized as follow. Introduction, Statement of the problem, Objective of the study, research methodology, analysis and discussion, conclusion and recommendation.

2. Research Methodology

2.1 The Study Area

Madda Walabu University is one of the higher educational institutions, and is located in south eastern part of Ethiopia Bale zone at about 430 km away from the capital city, Addis Ababa.

The name Madda Walabu University is given to the university based on the place name which is 227 km away from the zonal town Robe to the south west. Historically the place is closely related to the Oromo peoples who are the brain child of the culture of the "Gada" system as it has been recurrently indicated by elders and researchers. This place has deep rooted value for Oromo people. Now a day the name Madda Walabu is commonly used in Bale Zone by Madda Walabu Stadium, Madda Walabu Cultural Band, Madda Walabu University itself and other smaller business centers named after this unique place in order to make the memory long lasting in the mind of the people.

Madda Walabu University is in fact the second Generation University founded in (2007) institutions of public higher education in the country launched having a mission of producing competent entrepreneurial graduates; provide need-based community services and demand-driven /problem solving/ research outputs through relevant and quality education, research, and training and consultancy services to foster socio-economic development in the country.

However, despite being new the university can be categorized as the rapidly changing institution in terms of student admission, expansion of programs and campuses. Moreover, the university is surrounded by different tourist attraction centers which make its appealing to be ear catching institution to be visited. The weather condition of surrounding the University is temperate. The temperature of this area fluctuates in the range of 3.5^0C-28^0C, which is very favorable for crops which have dominated the agricultural products. The dominant population of the Madda Walabu University is assumed to be 84.7% Oromo 10.3%, Amara 4.5%, other ethnicity.

Currently, the university is running 46 Degree programs. It has seven Colleges, one school and one teaching referral Hospital. The Colleges are college of engineering,

college of Computing, college of Natural and Computational science, College of Agriculture and Natural resource , College of Behavioral and Educational Science, College of Business and Economics, College of Social science and humanities, Goba teaching referral Hospital and school of Law. Each college has its own departments. Currently there are about 7,552 undergraduate regular students in the university whose number has gradually been increasing from year to year and over 8,392 continuing education students in different campuses including summer program and there are around 23 departments in post graduate regular and extension programs.   Currently, the university has a total of 860 academic staffs and 1527 supportive staffs to run the program effectively and efficiently.

2.2   Research Design
The research design followed was determined by the nature of the problem statement or more specifically by the research objectives. Hence in this study, a descriptive survey design and quantitative research approach were considered to be appropriate to gather data and address the research questions of this study. The study involves different documents regarding employee turnover, close ended and open-ended questionnaires and an interview made with higher managers, middle managers, experts, and teachers. Causes of employees' turnover were assessed and quantified by using 5-point Likert scale method. Independent variables and dependent variable were clearly explained. The study tried to explain whether independent variables have influence over employee turnover, and co relational study is used as measurement method.

2.3   Type and Sources of data
Both primary and secondary data sources were used for the study. The primary sources of data collected from the academic and administrative staff of the Madda Walabu University. These are; the presidents (higher managements), the college directors, department heads, teachers, admin directors, team leaders and performers. The secondary data from 2015 to 2017years was taken from human resource management Directorate of Madda Walabu University.
Documents (national policy, legislations of higher institutions, University yearly book, different Civil service rules and regulations, University's Human Resource Management, Finance and budget, Planning   directorate data's and other relevant materials) were taken as the secondary sources of data which in turn complement the primary sources of data.

2.4   Population of the study
There is a general consensus that in any research method, the first step in sampling is to define the population/ unit of analysis.   Thus, the population for this study is 2,387, includes all academic and administrative staff of the Madda Walabu University. According to the statistical information obtained from the Madda Walabu University Human Resource Management directorate (2017), the university

has seven Colleges one school, one teaching referral Hospital, and sixteen supportive staff directorates. Thus, the study is generalized to all academic and supportive staff of the Madda Walabu University.

2.5   Sample design

According to [16] sample can simply be defined as the representative of the population. The degree to which the sample represents the population is the degree to which the result of one is applicable to another. To do this, the researcher wants to have the sample, or the individuals actually involved in the research, to be representative of the larger population.

To this effect, the researcher employed a probability and non-probability sampling technique/ procedure to select the sample from various groups of the participants. Therefore, a study employed a combination of the purposive, stratified, and simple random sampling techniques. The first technique used for this study is the purposive sampling techniques to get the response from the top level managers.

In addition, the purposive sampling technique is used to select middle level managers; the stratified sampling technique were used to categorize employees in to the academic and administrative staff of the Madda Walabu University, Simple random sampling technique is used to select the representative samples from the colleges, department and Admin directorates. There are several approaches used to determine the sample size. In this study, the sample size was determined from the target population of 2,387 employees in the Madda Walabu University based on Slovin's sampling formula using 95% confidence level.

$$n = \frac{N}{1+N(e)^2}$$

where:

n= sample size,   **N**=Population size = 2,387, and

e=sampling error/level of precision= 5%

Simple Random Sampling technique, Using this formula:

$$n = \frac{N}{1+N(e)^2}$$

$$n = \left[\frac{2,387}{1+2,387(0.05)^2} \right] = 342.5 \sim \textbf{343}$$

Table 1: Proportion of sample population

Target population	Number	Percent (%)	Sample
Top and middle level managers	-	-	40
Academic staff	860	14.4	103
Administrative staff	1527	14.4	200
Total	2387	14.4	343

Source: MWU HRMD

2.6   Data collection methods

The desired information for the study was gathered through different data collection tools/ instruments. To this effect, the study was conducted by questionnaires; interviews and document analysis were employed as discussed here with.

2.7   Data analysis methods

After data collection and processing, the remaining work were analyzed and interpreted. The data gathered is analyzed in line with the study objectives already identified. The measures were deriving from the literature and give special attention to the validity and reliability of the measures. The obtained data were coded; organized, tabulated, summarized; and analyzed using descriptive statistics (frequency and percentage) and Inferential Statistics (Chi-square test, correlation analysis and Binary Logistic Regressions) were used. SPSS (Statistical Package for Social Studies) Version 20 was used during the analysis.

Chi square. The Chi-square test for independence is used in situations where we have two categorical variables. A categorical variable was a qualitative variable in which cases are classified in one and only one of the possible levels.

Chi-square can be computed as:

$$X^2 = \sum \left(\frac{(observed\ frq - Expected\ frq)^2}{Expected\ Frequency} \right) = \sum \left(\frac{(O - E)^2}{E} \right)$$

The observed frequencies are one we measured, the values that are in table where as:

$$Expected\ frq = \frac{(row\ total) * (column\ total)}{grand\ total}$$

In other words, there should be little difference between observed and expected values, where the expected values represent the numbers that would be in each cell when the variables were independent of each other. The difference between observed and expected values was the basis of the Chi-square statistic, since it evaluates the likelihood that the differences between the observed and expected

values would occur under the null hypothesis that there is no difference between these values.

Correlation Analysis. Correlations are a measure of the strength or degree linear relationship between two variables. A correlation coefficient has a value ranging from -1 to 1. Values that are closer to the absolute value of 1 indicate that there is a strong relationship between the variables being correlated whereas values closer to 0 indicate that there is little or no linear relationship. The sign of a correlation coefficient describes the type of relationship between the variables being correlated. A positive correlation coefficient indicates that there is a positive linear relationship between the variables: as one variable increases in value, so does the other. A negative value indicates a negative linear relationship between variables: as one variable increases in value, the other variable decreases in value.

$$r = \frac{\sum_{i=1}^{n}(x_i - \bar{x})(y_i - \bar{y})}{\sum_{i=1}^{n}(x_i - \bar{x})^2 \sum_{i=1}^{n}(y_i - \bar{y})^2}$$

Pearson's is appropriate for continuous data, whereas the other two correlation coefficients, Kendall's tau-band Spearman's, are designed for ranked data. The choice between a one and two-tailed significance test in the Test of Significance box should be determined by whether the hypothesis we were testing is making a prediction about the direction of effect between the two variables. If it is making a prediction that there is a negative or positive relationship between the variables, then the one-tailed test is appropriate; if it is not making a directional prediction, it should use the two-tailed test if there were not a specific prediction about the direction of the relationship between the variables were correlating. Because of the reasons mentioned above for this analysis Kendall's tau was used.

Logistic Regression. Logistic regression model is a statistical technique for predicting the probability of an event, given a set of predictor variables. The binary logistic regression procedure empowers one to select the predictive model for dichotomous dependent variables. It describes the relationship between a dichotomous response variable and a set of explanatory variables. The explanatory variables may be continuous or discrete Binary response models are of major importance in the social sciences as well as in demography since many social phenomena were discrete or qualitative rather than continuous or quantitative in nature. In such studies, the logistic regression model has become the statistical model of choice [17].

For this study, the binary logistic regression model was used to investigate effect of predictors on the probability of the response variable (employee turnover) (Y_i) in Madda Walabu University which is defined as follows. Y_i takes a value 1if yes and 0 other wise. Where: - i = 1, 2...n, where: - n is the number of sample.

Then, the logistic regression function is given as:

$$\pi_i = \frac{\exp(\beta_o + \beta_1 X_{i1} + \beta_2 X_{i2} + ... + \beta_k X_{ik})}{1 + \exp(\beta_o + \beta_1 X_{i1} + \beta_2 X_{i2} + ... + \beta_k X_{ik})} = \frac{\exp(X_i'\beta)}{1 + \exp(X_i'\beta)}$$

Where: $-\pi_i [\![i = 1,2, ... n]\!]$ is the ith probability of leaving the university given the vector of predictors (X).

The coefficient is interpreted as the change in the log-odds of leaving the university per unit change of the corresponding continuous covariate. In case of categorical predictor variable, it is interpreted as the log-odds of leaving the university given a category compared to the reference category [18].

The Hosmer and Lemeshow Test Statistic. The measure of model fit is the Hosmer and Lemeshow goodness-of-fit statistic, which measures the correspondence between the actual and predicted values of the dependent variable. The Hosmer and Lemeshow test is a commonly used test for assessing the goodness of fit of a model and allows for any number of explanatory variables, which may be continuous or categorical [19].

Dependent Variable. The response variable for this study is Employee Turnover Intention: The question that can measure the intention of respondents was asked as "Do you want to leave this university?" The respondents give their response as either "Yes" or "No".

3. Data Presentation, Analysis and Discussion

The objective of this study was to investigate factors determining employee's turnover in Madda Walabu University. The data used for the study were collected from secondary data and primary data through questionnaires from workers currently working in the Madda Walabu University. Results are described using descriptive statistics such as frequency and percentages and Inferential statistics like Chi square, correlation and binary logistic regression are presented and interpreted in this chapter.

3.1   Comparison the views of Managers and Employees on Employee turnover

In this section, the results of the interviews made with top managers, middle managers and employees of academic and supportive staffs on issues related to determinants of employee turnover is discussed. The results are important in providing comparison between what managers think as causes of employee turnover and what employees perceive.

According to the view of the managers, their University is losing skilled manpower to other Universities where the compensation is higher than our University or different facilities are well organized than Madda Walabu University. In accordance with the opinion of the managers, the University have been facing high rate of employee turnover but, the reason they are concluded in general is the shortage of well-organized infrastructure in University and the distance of the University from

the capital city of the country. FThe managers also asked about the view of existing employees to stay in the University and replied that since the University made different facilities like internet in the University and residential house for teachers' adjustment the trend of turnover has been decreasing and this indicates employees have a sense to stay within the University. The managers' especially top managers have a great hesitation how current employees will stay in the University.

3.2   Analysis and interpretation of Secondary data

Employee turnover is a series problem in Madda Walabu University and   has to be researched. Hence Evidences from secondary data obtained from the university HRMD record, Finance and Budget peyroll and Planning directorates shows the rate of turn over from 2015 to 2017 were as follows.

Table 2: Rates of terminated employed in Madda Walabu University from (2015 to 2017)

Year	Number of employed	Number of Terminated	Rate of turn Over
2015	1370	191	13.94
2016	1673	238	14.22
2017	2387	349	14.62

Source : MWU HRM directorate, 2017

From the table above the rate ofterminated-employed in Madda Walabu University (MWU) increased within respective years. Therefore, based on the figure in this University the employee numbers increase in successive years and also the ex-employees increase year to year so, it indicates turnover is a burning issue in this University.   The University is facing high rate of terminated-employed. This indicates there is high rate of employee turnover problem in the University mostly from the academic staffs. These also were affecting the University in cost, quality of training and general capacity of the institution. Because of the high rate of employee turnover, the University is incurring both tangible and intangible costs. Tangible costs include; recruitment and training cost, while intangible costs include; loss of time for replacing terminated employees, lack of delivering quality service/education, and loss of organizational good-will [15]. Therefore, this rate indicates the employee turnover in the institution is since high so, it requires identify the determinants of employee turnover in the University and different mechanisms to reduce it.

Table 3: Percentage of employee turnover intention in Madda Walabu University

		Frequency	Percent	Valid Percent	Cumulative Percent
	Yes	226	65.9	65.9	65.9
Valid	No	117	34.1	34.1	100.0
	Total	343	100.0	100.0	

Source: Survey, 2017

3.3   Factors determining the employee turnover in Madda Walabu University

3.3.1   Demographic factors

This section describes the frequency distribution of respondents' demographic characteristics. Demographic characteristics (sex, age, current educational status, working experience, and marital status) described by using frequency and percentage. Respondents' view about determinants of employee turnover in the University was described using descriptive statistics.

Table 4: Percentage and Frequency Distribution of Demographic Factors of Respondents

R/N	Item	Measurement	Frequency	Percent	Cumulative Percent
1	Sex of Respondents	Male	234	68.2	68.2
		Female	109	31.8	100.0
		Total	343	100.0	
2	Age of Respondents	18-25	38	11.1	11.1
		25-30	172	50.1	61.2
		30-40	101	29.4	90.7
		40-50	26	7.6	98.3
		more than 50	6	1.7	100.0
		Total	343	100.0	
3	Current Educational Status	10 or 12 + any certificate	8	2.3	2.3
		diploma holder	22	6.4	8.7
		BA/BSc Degree	194	56.6	65.3
		Master Degree	107	31.2	96.5
		PhD and above	12	3.5	100.0
		Total	343	100.0	
4	Working Experience in University	less than or equal to one year	55	16.0	16.0
		1 to 3 years	56	16.3	32.4
		3 to 5 years	150	43.7	76.1
		5 to 7 years	60	17.5	93.6
		more than 7 years	22	6.4	100.0
		Total	343	100.0	
5	Marital Status of Respondents	Married	160	46.6	46.6
		Single	161	46.9	93.6
		Divorced	21	6.1	99.7
		Widowed	1	.3	100.0
		Total	343	100.0	

Source: SPSS output of Survey, 2017

Table-6 shows the summary of respondents' demographic factors. Accordingly**,
Sex** of the respondents indicates the majority, 68.2% of respondents were male and the rest 31.8% is female. Based on the information, we can infer that the majority of employees currently working in the University are male or male respondents are slightly dominating female respondents.
Age distribution of the respondents indicates the greatest number, 50.1% of the

respondents are in their 25 to 30 age group, followed by respondents aged 30 to 40, 18 to 25, 40 to 50 and more than 50; 29.4%, 11.1%, 7.6% and 1.7% respectively. Therefore, almost 90.7% of current employees at the University are less than age group of 40 years. So, the majority of current employees are young and mature active enough.

Educational qualification of the respondents indicates the largest numbers of the respondents 56.2% first degree holder followed by 31.2% second degree holder,6.4% of the respondents' diploma holder,3.5% respondents are PhD and above qualified and 2.3% of the respondents have 10 or 12 + any certificates. Depending on the respondents' response, one can conclude that the majority of current employees in the University are professional enough.

Working experience or service years of the respondents in the University indicates that 43.7% of respondents have been working in the University for 3 to 5 years, 17.5% for 5 to 7 years, 16.3% for 1 to 3 years, 16.0% for less than or equal to one year, and 6.4% have been working for more than 7 years. Therefore, the majority of the respondents have been working from 3 to 5 years in the University. So, this is significant for the soundness of the data that provided by the respondents since those who have more stayed in the University know more about the University and assumed to be they can offer precise information and relatively those employees stay in the University for more than 7 years are very few in number.

Marital status of the respondents Indicates 46.9% of the respondents currently working in the University are single, 46.6% are married, and 6.1% are divorced whereas only 1 person (0.3%) is widow. Thus, based on the respondents response obtained, it can be possible to generalize that employees of the University are mostly single may be disadvantageous for the University goal achievement because single employees are not stable to stay in the organization than married employees [20]. Single individuals unlike the married once do not have that much of family responsibility and are not that much afraid of taking risks.

3.4   Interpretation and discussion of inferential results

Under inferential statistics of the study result, Chi square, correlation and binary logistic regression were utilized to make inference concerning the hypothesis.

3.4.1   Chi square result of determinants and Employee turnover Demographic factors

Sex. The researcher can conduct a test of the hypothesis that there is no relationship between Sex and Employee turnover in Madda Walabu University

Table 5:Chi-Square Test result of Sex and Employee turnover

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.606	1	0.205
Likelihood Ratio	1.628	1	0.202
N of Valid Cases	343		

Source: SPSS output of survey, 2017

As it is clearly seen from table 5 above, the Chi-Square statistic (1.606) and its significance level (p value = 0.205) indicate that these variables are independent of each other. Thus, the researcher can conclude that there is no relationship between a sex and employee turnover in Madda Walabu University. The null hypothesis may, therefore, be accepted.

Table 6:Chi-Square Test result of age and Employee turnover

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.212	4	0.017
Likelihood Ratio	8.940	4	0.019
N of Valid Cases	343		

Source: SPSS output of survey, 2017

As it is clearly seen from table 6 above, the Chi-Square statistic (12.212) and its significance level (p value = 0.017) indicate that this variables are dependent of each other. Thus, the researcher can conclude that there is significant relationship between age and employee turnover in Madda Walabu University. The null hypothesis may, therefore, be rejected.

Table 7:Chi-Square Test result of Current Education status and Employee turnover

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.531	4	0.006
Likelihood Ratio	17.349	4	0.002
N of Valid Cases	343		

Source: SPSS output of survey, 2017

As it is clearly seen from table 7 above, the Chi-Square statistic (14.531) and its significance level (p value = 0.006) indicate that these variables are dependent of each other. Thus, the researcher can conclude that there is a relationship between Current Education Status and employee turnover in Madda Walabu University.The null hypothesis may, therefore, be rejected.

Table 8:Chi-Square Test result of Work Experience and Employee turnover

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.420	4	0.041
Likelihood Ratio	6.353	4	0.041
N of Valid Cases	343		

Source: SPSS output of survey, 2017

As it is clearly seen from table 8 above, the Chi-Square statistic (6.420) and its significance level (p value = 0.041) indicate that these variables are dependent of each other. Thus, the researcher can conclude that there is a relationship between Work Experience and employee turnover in Madda Walabu University. The null hypothesis may, therefore, be rejected.

Table 9: Chi-Square Test result of Marital Status and Employee turnover

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.807	3	.283
Likelihood Ratio	3.948	3	.267
N of Valid Cases	343		

Source: SPSS output of survey, 2017

As it is clearly seen from table 9 above, the Chi-Square statistic (3.807) and its significance level (p value = 0.283) indicate that these variables are independent of each other. Thus, the researcher can conclude that there is no relationship between Marital Status and employment turnover in Madda Walabu University. The null hypothesis may, therefore, be accepted.

3.4.2   Correlation of Employee turnover with independent variables

Correlations are a measure of the strength or degree linear relationship between two variables.

Table 10: The Correlation between determinant factors and Employee turnover

Independent Variables	Correlation Coefficient	Sig. (2-tailed) (P)
Job satisfaction	-0.135**	0.006
personal factors	0.162**	0.001
Employee expectation	0.134**	0.006
benefits and rewards	-0.101*	0.037
Leadership style	-0.114*	0.021
working Environment	0.159**	0.001
Training and development	-0.108*	0.027

Source: SPSS output of Survey, 2017

Table 10 illustrates the correlation between independent variables (Job satisfaction, personal factors, Employee expectation, benefits and rewards, Leadership style, working Environment and Training and development relationship) and dependent variable employee turnover intention.

Job satisfaction. In the table there was a significant relationship between job satisfaction and employee turnover. Thus the result supports job satisfaction is related to employee turnover at Madda Walabu University. The correlation of p=0.006, also indicates that job satisfaction had a significant relationship with employee turnover at significant level of α=0.05.

Personal factors. The correlation analysis for personal factors also supports that personal factors were significantly related to employee turnover at Madda Walabu University. The correlation of p=0.001, also indicates personal factors had significant relationship with employee turnover at significant level of α=0.05. Thus, personal factors are one of the major causes of employee turnover at the University.

Employee expectation. As indicated in the table, the correlation result illustrates there were significant relationships between Employee expectation and employee turnover. Therefore, p-value (p=0.006) was also indicates there were relationships between Employee expectation and employee turnover at significance level of 0.05.

Benefits and rewards. The correlation analysis above also shows that there were significant relationships between benefits and rewards and employee turnover. Thus, the result does states that there were significant relationships between benefits and rewards and employee turnover at Madda Walabu University. The correlation of p=0.037, also indicates that benefits and rewards have significant relationships with employee turnover at significant level of α=0.05.

Leadership/management style. In the table, the correlation analysis for Leadership/management style states that there were significant relationships between Leadership /management style and employee turnover at Madda Walabu University. The correlation of p=0.021, also indicates that Leadership/ management style had a relationship with employee turnover at significant level of α=0.05. Thus, Leadership/management style was a predictor of employee turnover at the stated

significant level.

Working environment. The correlation result also shows that there were significant relationships between working environment and employee turnover. Thus the result does states that working environment was related to employee turnover at Madda Walabu University. The correlation of *p*= 0.001, also shows working environment had a relationship with employee turnover at significant level of α=0.05.

Training and development. The table above (Table-12) also illustrates the correlation analysis for training and development relationship. The output indicates the relationship between training and development and employee turnover. Thus it states there were significant relationships between training and development and employee turnover at Madda Walabu University. The correlation of *p*=0.027, also indicates that training and development has significant relationship with employee turnover at significant level of α=0.05.

3.4.3   Logistic Regression analysis

Logistic regression is useful when we want to predict an outcome or dependent variable from asset of predictor variables. The results from binary logistic regression are given as follows:

Table 21: Omnibus Tests of Model Coefficients

		Chi-square	Df	Sig.
Step 1	Step	134.007	48	0.000
	Block	134.007	48	0.000
	Model	134.007	48	0.000

Source: SPSS output of Survey, 2017

Result from table 11 shows Full model which indicates that our predictors are entered in the model simultaneously. The method used was Enter and indicated that the model is significant. We can infer that variables entered in equation have significant impact on the employee turnover in Madda Walabu University.

Table 12: Model Summary.

-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
285.041	0.339	0.467

Source: SPSS output of Survey, 2017

The result of table 12 showed that Both Cox & Snell R Square and Nagelkerke R Square in Logistic regression, It indicates that, 46.7 % of Employee turnover in Madda Walabu university is explained by the explanatory variables (Age, sex, education qualification, work experience, marital status, Job satisfaction, personal factors, Employee expectation, benefit and rewards, leadership style, work

environment and training and development). Or it indicates that between 33.9% and 46.7% of variability in employee turnover in Madda Walabu University is explained by independent variables in the model.

Table 13: Hosmer and Lemeshow Test.

Step	Chi-square	Df	Sig.
1	10.905	8	0.207

Source: SPSS output of Survey, 2017

The above output shows as that, the model is significant by using likelihood ratio test and the non-significance of Hosmer and lemeshow test indicates the significance of the model. I.e. The Hosmer-Lemeshow statistic indicates a poor fit if the significance value is less than 0.05. Here, the p value =0.207shows the model adequately fits the data.

Table 14: Variables in the Equation.

	B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I.for EXP(B)	
							Lower	Upper
Sex (1)	0.198	0.369	0.289	1	0.591	1.220	0.591	2.514
Age			10.351	4	0.035			
Age (1)	-3.954	1.618	5.970	1	0.015	0.019	0.001	0.457
Age (2)	-4.486	1.485	9.124	1	0.003	0.011	0.001	0.207
Age (3)	-3.391	1.398	5.886	1	0.015	0.034	0.002	0.521
Age (4)	-3.742	1.542	5.889	1	0.015	0.024	0.001	0.487
Current education Qualification			14.838	4	0.005			
Current education Qualification (1)	-0.224	1.218	0.034	1	0.854	1.250	0.115	13.599
Current education Qualification (2)	-0.993	1.052	0.890	1	0.345	0.371	0.047	2.914
Current education Qualification (3)	-0.542	0.721	0.565	1	0.452	0.582	0.142	2.389
Current education Qualification (4)	1.248	0.605	4.263	1	0.039	3.485	1.065	11.400
Work Experience			4.916	4	0.296			
Work Experience (1)	0.970	0.807	1.445	1	0.229	2.637	0.543	12.819
Work Experience (2)	0.711	0.791	0.808	1	0.369	2.037	0.432	9.606
Work Experience (3)	-0.352	0.741	0.226	1	0.635	1.422	0.333	6.077
Work Experience (4)	-0.144	0.806	0.032	1	0.858	0.866	0.178	4.206
Marital status			1.182	3	0.757			
Marital status (1)	21.476	40192.100	0.000	1	1.000	2122.946	0.000	21456
Marital status (2)	21.059	40192.100	0.000	1	1.000	13988.04	0.000	14321
Marital status (3)	21.452	40192.100	0.000	1	1.000	20732.06	0.000	31002
Job satisfaction			20.235	4	.000			
Job satisfaction (1)	-1.262	0.524	5.804	1	.016	0.283	0.101	0.790
Job satisfaction (2)	-2.883	0.734	15.427	1	.000	0.056	0.013	0.236

Job satisfaction (3)	-2.070	0.583	12.613	1	.000	0.126	0.040	0.395
Job satisfaction (4)	-1.810	0.537	11.364	1	.001	0.164	0.057	0.469
Personal factors			13.689	4	.008			
Personal factors (1)	3.124	1.202	6.753	1	.009	0.044	0.004	0.464
Personal factors (2)	4.246	1.174	13.082	1	.000	0.014	0.001	0.143
Personal factors (3)	3.729	1.091	11.682	1	.001	0.024	0.003	0.204
Personal factors (4)	3.934	1.197	10.804	1	.001	0.020	0.002	0.204
Employee expectations			5.094	4	0.278			
Employee expectations (1)	0.791	2.092	0.143	1	0.705	.453	0.008	27.369
Employee expectations (2)	1.026	1.942	0.279	1	0.597	2.791	0.062	125.493
Employee expectations (3)	0.719	1.869	0.148	1	0.701	2.052	0.053	79.95
Employee expectations (4)	1.245	1.85	0.453	1	0.501	3.474	0.093	130.398
Benefit & reward			4.27	4	0.371			
Benefit & reward (1)	-1.588	0.931	2.912	1	0.088	0.204	0.033	1.266
Benefit & reward (2)	-1.037	0.882	1.382	1	0.24	0.354	0.063	1.997
Benefit & reward (3)	-1.125	0.864	1.695	1	0.193	0.325	0.06	1.766
Benefit & reward (4)	-0.603	0.885	0.464	1	0.496	0.547	0.097	3.099
Leadership Style			7.416	4	0.115			
Leadership style (1)	-0.918	1.51	0.369	1	0.543	2.503	0.13	48.249
Leadership style (2)	-1.044	1.561	0.447	1	0.504	2.84	0.133	60.589
Leadership style (3)	-1.976	1.556	1.613	1	0.204	7.216	0.342	152.33
Leadership style (4)	-1.46	1.632	0.8	1	0.37	4.304	0.176	105.36
Working environment			14.078	4	0.007			
Working environment (1)	2.478	1.221	4.117	1	0.042	0.084	0.008	0.919
Working environment (2)	1.453	1.129	1.656	1	0.198	0.234	0.026	2.138
Working environment (3)	2.846	1.104	6.644	1	0.01	0.058	0.007	0.506
Working environment (4)	2.732	1.165	5.5	1	0.019	0.065	0.007	0.638
Training & development			9.517	4	0.049			
Training & development (1)	-1.032	1.301	0.63	1	0.427	0.356	0.028	4.557
Training & development (2)	0.011	1.143	0	1	0.993	1.011	0.108	9.503
Training & development (3)	-1.476	1.151	1.646	1	0.2	0.228	0.024	2.18
Training & development (4)	-0.531	1.109	0.229	1	0.632	0.588	0.067	5.168
Constant	-13.526	40192.1	0	1	1	0		

Source: SPSS output of Survey, 2017

While B is convenient for testing the usefulness of predictors, Exp(B) is easier to interpret. Exp(B) represents the ratio-change in the odds of the event of interest for a one-unit change in the predictor. In general, if the significance level of the Wald statistic (which tests the effect of individual predictor while controlling other predictors.) is small (less than 0.05) then the parameter is useful to the model.

For age. Odds of 0.019 indicates that if employees are in the age between25-30, it is less likely that they leave. Odds of 0.011 indicate that if employees are in the age between 30-40, it is less likely that they leave. Odds of 0.034 indicate that if employees are in the age between40-50, it is less likely that they leave. Odds of0.024 indicates that if employees are age 50 and above, it is less likely that they leave, all other things being equal.

Current education qualification. Odds of 1.250indicate that if employees have Current education qualification diploma holder, it is more likely that they leave. Odds of 0.371indicate that if employees have Current education qualification degree holder, it is less likely that they leave. Odds of 0.582indicate that if employees have Current education qualification master degree holder, it is less likely that they leave. Odds of 3.485indicate that if employees have Current education qualification PhD and above holder, it is more likely that they leave, all other things being equal.

Job Satisfaction. Odds of 0.283 indicate that if employees have job Satisfaction disagree, it is less likely that they leave. Odds of 0.056indicate that if employees have job Satisfaction neutral, it is less likely that they leave. Odds of 0.126indicate that if employees have job Satisfaction agree, it is less likely that they leave. Odds of 0.164indicate that if employees have job Satisfaction strongly agree, it is less likely that they leave, all other things being equal.

Personal factors. Odds of 0.044 indicate that if employees have personal factors disagree, it is less likely that they leave. Odds of 0.014indicate that if employees have personal factors neutral, it is less likely that they leave. Odds of 0.024indicate that if employees have personal factors agree, it is less likely that they leave. Odds of 0.020indicate that if employees have personal factors strongly agree, it is less likely that they leave, all other things being equal.

Working environment. Odds of 0.084 indicate that if employees working environment disagree, it is less likely that they leave. Odds of 0.234indicate that if employees working environment neutral, it is less likely that they leave. Odds of 0.058 indicate that if employees working environment agree, it is less likely that they leave. Odds of 0.065 indicate that if employees working environment strongly agree, it is less likely that they leave, all other things being equal.

Training and development. Odds of 0.356 indicate that if employees training and development disagree, it is less likely that they leave. Odds of 1.011indicate that if employees training and development neutral, it is more likely that they leave. Odds of 0.228 indicate that if employees training and development agree, it is less likely that they leave. Odds of 0.588 indicate that if employees training and development

strongly agree, it is less likely that they leave, all other things being equal.

3.5   Discussion

The results of this study explored significance determinants of employee turnover in Madda Walabu University. The results from the descriptive analysis show that in this University the employee turnover numbers increased from year to year. It indicates turnover is a burning issue in this University.   The University is facing high rate of terminated-employed. Because of the high rate of employee turnover, the University incurred both tangible and intangible costs. Tangible costs include; recruitment and training cost, while intangible costs include; loss of time for replacing terminated employees, lack of delivering quality service/education, and loss of organizational good-will and it is coincided with [15]. Therefore this rate indicates the employee turnover in the University is high so, it requires identify the determinants of employee turnover in the University and different mechanisms to reduce it.

From the results employee turnover intention in Madda Walabu University was 65.9%. This showed us that majority of the University employees have feeling to leave the university. These might be due to various factors as discussed below.

Accordingly, 68.2% of the respondents were male and the rest 31.8% were female. Based on the information, we can infer that the majority of employees currently working in the University are male. 90.7% of current employees at the University are less than age group of 40 years. On the other way round, the largest numbers of the employees 56.2% were first degree holder followed by 31.2% second degree holder, 6.4% of the respondents' diploma holder, 3.5% respondents are PhD and above qualified and only 2.3% of the respondents have 10 or 12 + any certificates. In the same way the descriptive of other determinants were incorporated. From the result of Chi square analysis the determinants relationship (Sex, age, working experience, current education qualification and marital status) and dependent variable employee turnover intention were studied.

The result from Chi square of $p=0.206$, indicates that sex of an employee has no significant relationship with employee turnover at significant level of $\alpha=0.05$. The null hypothesis that sex has no relation with employee turnover in Madda Walabu University was accepted.   The result from Chi square of p=0.017, also indicates that age of an employee has significant relationship with employee turnover at $\alpha=0.05$. The null hypothesis that age has no relation with employee turnover in Madda Walabu University was rejected which is coincided with [20] The Chi square of $p=0.041$, indicates that Work experience at university has a significant relationship with employee turnover at ($\alpha=0.05$). The null hypothesis that working experience has no relation with employee turnover in Madda Walabu University was rejected. Hence, employee turnover is depending on the difference in working experience which is in line with the result obtained by [21].

Moreover, the Chi square analysis of p=0.006, indicates that current education qualification has a significant relationship with employee turnover at $\alpha=0.05$. The

null hypothesis that current education qualification has a significant relationship with employee turnover in Madda Walabu University was rejected which coincides with the study by [21]. The Chi square result of p=0.465, indicates that marital status has no significant relationship with employee turnover at significant level of α=0.05. The null hypothesis that marital status has no relation with employee turnover in Madda Walabu University was accepted which is in contradiction with the result obtained by [21]. From the result of Correlation analysis the correlation of determinants (Job satisfaction, personal factors, Employee expectation, benefits and rewards, Leadership style, working Environment and Training and development relationship) and dependent variable employee turnover intention were studied.

In addition, the results show the correlation of p=0.006, for job satisfaction has significant relationship with employee turnover at significant level of α=0.05. Hence, job satisfaction is one of the major causes of employee turnover in Madda Walabu University which is in line with [22]. The correlation of p=0.001, indicates personal factors have significant relationship with employee turnover at significant level of α=0.05. Thus, personal factors are one of the major causes of employee turnover in Madda Walabu University which is in line with [23]. The correlation result illustrated that there is a significant relationship between Employee expectation and employee turnover in Madda Walabu University with p-value (p=0.006) at significant level of α=0.05, which is consistent with the result obtained by [24].

The correlation analysis also shows p=0.037, benefits and rewards has significant negative relationship with employee turnover at significant level of α=0.05 in Madda Walabu University which is in line with result obtained by. [25]

The correlation analysis result for Leadership/management style states that there is a significant negative relationship between Leadership /management style and employee turnover at Madda Walabu University, p=0.021) at significant level of α=0.05. Thus, Leadership/management style is a predictor of employee turnover which coincides with [26].

The correlation result shows that working environment is related to employee turnover at Madda Walabu University, p=0.001, which is consistent with result obtained by (Armstrong Michael, 2006). The output also indicates the significant relationship between training and development and employee turnover at Madda Walabu University with correlation of *p*=0.027at α=0.05) which coincides with [27].

In the other way, according to the result of binary logistic regression indicates that there is a significant difference of Employee turnover by employees' age, educational level, job satisfaction, personal factors, working environment and training and development.

Age. Age negatively and significantly affected employee turnover in Madda Walabu University.

Current education qualification. Current education qualification negatively and significantly affected employee turnover in Madda Walabu University.

Job satisfaction. Job satisfaction negatively and significantly affected employee turnover in Madda Walabu University. The null hypothesis states that Job satisfaction has a significant effect on employee turnover in Madda Walabu University. This supports that there is relationship between job satisfaction and employee turnover in the university.

Personal factors. Personal factors positively and significantly affected employee turnover in Madda Walabu University. The null hypothesis states that personal factors have significant effect on employee turnover in Madda Walabu University. This supports that there is relationship between personal factors and employee turnover in the university.

Employee expectation. Employee expectation has no significant effect on employee turnover in Madda Walabu University. The null hypothesis state that employee expectation has significant effect on employee turnover in Madda Walabu University was rejected.

Working environment. Working environment negatively and significantly affected employee turnover in Madda Walabu University. The null hypothesis states that working environment has significant effect on employee turnover in Madda Walabu University. This supports that their relationship between working environment and employee turnover in the university.

Benefits and rewards. Benefits and rewards have no significant effect on employee turnover in Madda Walabu University. The null hypothesis state that Benefits and rewards have significant effect on employee turnover in Madda Walabu University was rejected.

Leadership/management style. Leadership/management style has no significant effect on employee turnover in Madda Walabu University. The null hypothesis state that Management/leadership style has significant effect on employee turnover in Madda Walabu University was rejected.

Training and development. Training and development negatively and significantly affected employee turnover in Madda Walabu University. The null hypothesis states that Training and development has significant effect on employee turnover in Madda Walabu University. This supports that there is relationship between training and development and employee turnover in the university.

4. Conclusions and Recommendations

4.1   Conclusions

Based on the main findings above, the following conclusions were drawn. There is a significant correlation between determinants such as Age, Current Education qualification, Work experience, Job satisfaction, personal factors, Employee expectation, benefits and rewards, Leadership style, working Environment and Training and development and dependent variable employee turnover intention in Madda Walabu University. There is a negative correlation between job satisfaction and turnover intention. This implies that employees are not satisfied with their job in the University. Likewise, there is a negative relationship between Benefit and

rewards, leadership style, working environment and turnover intention. This also indicates employees are not satisfied with the Benefits and rewards of the University, leading style of the management, and their working environment. However, there is negative relationship between training and development and employee turnover reduction and positive relationship between the employee expectation and employee turnover intention in Madda Walabu University.

The employee's age, Current educational qualification, job satisfaction, personal factors, working environment and training and development more significantly affected employee turnover in the University. Whereas, sex, working experience, marital status, Employee expectation, benefit and rewards and leadership style were not significantly affected the employee turnover in Madda Walabu University. In particularly, lack of career advancement, leaders unwillingness to allow staff to participate in the decision making process of the organizational matters, Employees are not assigned according to their specialties and capacities, inadequate training opportunities directly determine staff turnover and separations at Madda Walabu University.

4.2   Recommendation

It is not quite enough for employers to acquire qualified and skilled personnel; rather retaining the experienced one is a crucial factor. Since turnover for skilled and knowledgeable employees particularly those who can't be replaced for years affect the credibility of the organization and in the mean time lead to declined and job performance of the organization. Hence, managers should make a maximum effort in the handling of employee and motivated is satisfied employees.   To enhance employee satisfaction The University exert it's at most efforts in fulfilling necessary equipment and facilities such as internet accessibility, recreation centers, cafeteria, computer, printer, photo copy machine, water, toilet, offices, community school and residential house. Expanding and increasing short as well as long-term training opportunities across both staffs of the University.   To attain its objectives and motivate employees towards better performance, attract and reduce the level of employee turnover, the University might also consider resolving problems related to pay and other benefits compared to other competitors. The University needs to revise and improve the current extension and summer payments for both staffs. As well as creating smooth and conducive working environment and work closely with subordinates.

Since skilled staffs turnover affect the University, it could strongly work on reduction mechanisms like encouraging employees to participate in decision making, arranging good working environment, sharing benefits based on their performance, giving promotions, giving clear path for career advancement, training and development mechanisms.

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