

Turnover Intention and Associated Factors among Academic Staffs of Mettu University, Ethiopia: Cross Sectional Study

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Abstract

Turnover intention is a challenging issue in higher academic institutions. The contributing factors for this problem were not well studied. Therefore, the purpose of this study was to assess the magnitude of turnover intention and its associated factors among academic staffs of Mettu University, Ethiopia. Cross sectional study was conducted. Simple random sampling technique was used. Data was collected using structured questionnaires. Data analysis was conducted using SPSS version 20.0. Bivariate and multivariate logistic regressions were computed. p -Value<0.05 was used as a cut-point to declare statistically significant variables. The overall magnitude of turnover intention was 75% among the respondents. The odds of turnover intention among males was nearly seven times (AOR=6.78, 95%CI=2.66, 17.18) higher than that of among females. Besides, the odds of turnover intention among those who believe that it is easy to get better job was nearly three times (AOR=95%CI=1.20, 5.90) more likely as compared to those who do not think so. Further, the study revealed that the odds of turnover intention among those who think they can get new job was five times (AOR=5.04, 95%CI=2.58, 9.85) more likely as compared to those who do not think so. In conclusion; sex, employees feeling of easy to get better job, loyalty to organization and existence of alternative employment were significantly associated with job turnover intention.

Keywords: Turnover intention; Associated factors; Mettu University; Ethiopia

Abbreviations: AOR: Adjusted Odds Ratio; COR: Crude Odds Ratio

Introduction

The practices of human resource management are reflected in the behavior and attitudes of employees. It is a well-recognized fact that any organization is only considered to be as successful as its employees are. Employees are an organization's main source of development and prosperity [1].

Hence employee turnover negatively affects the organizations performance. Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees. Turnover is a critical human resource issue in all sectors of the economy which affects productivity, product and service quality, and profitability [2]. Therefore, organizations are obliged to establish and keep long-term relationships with their staff members. This includes recognizing employees' intentions to leave, and using preventive methods that forecast factors or causes, to limit them before they occur [2,3].

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing. It is considered a silent danger that exists in every organization, regardless of the type or its activities. The educational institution is one such organization that comes under threat from this danger, when its employees and faculty members are exposed to thinking of leaving their jobs [2,3]. The turnover intention in public higher academic institutions of Ethiopia are not well studied irrespective of the fact that majority of these organizations are suffering from high staff turnover. Therefore, the purpose of this study was to assess the magnitude of turnover intention and its associated factors in Mettu University, Ethiopia.

Methods and Materials

Study area and period

The study was conducted in Mettu University, Southwest Ethiopia,

from January 15-30/2019. Mettu University is located at 600 km south west of Addis Ababa, the capital of the country. The University is comprised of seven colleges and has 600 academic staffs.

Study design

Cross sectional study was conducted.

Sample size determination

The sample size was calculated using single population proportion formula/population correction was made. Hence, $n = N * X / (X + N - 1)$, where, $X = Z_{\alpha/2}^2 * p * (1-p) / e^2$, and $Z_{\alpha/2}$ is the critical value of the Normal distribution at $\alpha/2$ (i.e. for a confidence level of 95%, α is 0.05 and the critical value is 1.96), e is the margin of error, p is the sample proportion, and N is the population size. Finite Population Correction has been applied to the sample size formula for the population was less than 10,000. Therefore, the final sample size was 240.

Sampling technique

Simple random sampling technique was used. First, sample size was proportionally allocated to the seven colleges based on the number of instructors in each college, and then the study subjects were randomly selected from the instructors in each college.

Data quality control

Questionnaires were prepared in English. Pre-test was conducted on 5% of the sample. Data collectors were given orientation on data

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collection methods. Close supervision was conducted throughout the data collection. Data entry and analysis was conducted carefully.

Data collection tools and procedures

Data was collected using structured questionnaires. Three BA degree holder instructors conducted the data collection. Two supervisors participated in the data collection. Brief orientation was given to the data collectors and supervisors.

Data processing and analysis

Data were analyzed by SPSS windows version 20. Bivariate logistic regression model was fitted as a primary method of analysis. Finally, $p\text{-Value} \leq 0.05$ in multivariate analysis was used to declare statistically significant variables.

Ethical approval and consent to participate

The Institutional Review Board (IRB) of Jimma University approved this study. The participants were well informed about the purposes of the study, and oral consents were obtained accordingly. The participants' rights to refuse or withdraw from participating in the study and confidentiality issues were considered.

Result

The response rate was 100%.

Socio-demographic variables

Majority of the respondents, 204 (85%), were male whereas the rest 36 (15%) were females. Besides above half, 128 (53.3%), of the respondents were master's degree holders. About 144 (60%) of the respondents fall in the age group (20-30) and 132 (55%) were married (Table 1).

Turnover intention

About 180 (75%) of the respondents reported they are looking for a new job. Accordingly, the overall turnover intention is 75% (Tables 2 and 3).

Organization commitment

About 120 (50%) of the respondents reported that they are willing to exert their full effort for the success of their organization. Eighty-four (35%) of the respondents said they are loyal to their organization (Table 4).

S. No	Socio demographic characteristics		Frequency (N=240)	Percent (100%)
1	Sex	Male	204	85
		Female	36	15
2	Age group	20-30	144	60
		30-40	60	25
		40-50	36	15
3	Marital status	Single	84	35
		Married	132	55
		Divorced	24	10
4	Education background	Bachelor	96	40
		Masters	128	53.3
		Ph.D. holder	16	6.7
5	Service year	0-2	108	45
		3-4	72	30
		5+	60	25

Table 1: Socio-demographic characteristics of the study participants, Mettu University, April 2019.

S.No	Turnover intention variables		Frequency (N=240)	Percent (100%)
1	Looking for a new job	Agree	180	75
		Neutral	12	5
		Disagree	48	20
2	Thinking about continuing current job	Agree	72	30
		Neutral	36	15
		Disagree	132	55
3	Looking for a new job next year	Agree	156	65
		Neutral	24	10
		Disagree	60	25

Table 2: Turnover intention variables of respondents, Mettu University, April 2019.

Turnover Intention	Frequency (N=240)	%
Yes	180	75
No	60	25

Table 3: Turnover intention of respondents in Mettu University, April 2019.

S. No	organizational commitment variables		Frequency (N=240)	Percent (100%)
1	Willing to put full effort for the success of organization	Yes	120	50
		No	120	50
2	promote organization as a great workplace	Yes	84	35
		No	156	65
3	Loyal to organization	Yes	84	35
		No	156	65
4	Your value and organizational value are similar	Yes	72	30
		No	168	70
5	Proud to tell others about this organization	Yes	48	20
		No	192	80
6	Current organization inspire you in the way of job performance	Yes	48	20
		No	192	80
7	Care about the fate of organization	Yes	84	35
		No	156	65

Table 4: Organizational commitment variables of the respondents, Mettu University, April 2019.

Organizational justice

About 84 (35%) of the respondents were comfortable with job performance evaluation of their organization. Besides, only 72(30%) reported that the rules, procedures and policies used to evaluate performance were proper and fair (Table 5).

Job satisfaction

Only 72(30%) of the respondents reported that they have freedom to use their own judgment at work. Further, the study showed that 84(35%) said the supervision greatly encourages them to give extra effort at work (Table 6).

Perceived alternative employment

Majority, 150 (62.5%), of the respondents reported that they could get another better job if they quit their current job. Besides, 123 (51.3%) said the new job could be at least as good as their current job (Table 7).

Person organization fitness

About 60 (25%) reported they can work in their current organization without giving their principles. Moreover, 84 (35%) said they could fill the gap of their organization (Table 8).

S. No	Organizational Justice factor		Frequency (N=240)	Percent (100%)
1	Comfortable with job performance evaluation	Yes	84	35
		No	156	65
2	Evaluation correctly reflect your performance quality	Yes	84	35
		No	156	65
3	Rules, procedures and policies used to evaluate performance were proper & fair	Yes	72	30
		No	168	70

Table 5: Organizational Justice of the study participants, Mettu University, April 2019.

S. No	Job satisfaction factors		Frequency (N=240)	Percent (100%)
1	I have the chance to try my own methods of doing this job	Agree	96	40
		Neutral	36	15
		Disagree	108	45
2	I have the chance to do something that makes use of my ability	Agree	132	55
		Neutral	12	5
		Disagree	96	40
3	I have the freedom to use my own judgment at work	Agree	72	30
		Neutral	36	15
		Disagree	132	55
4	I would not be better off working under different supervision	Agree	60	25
		Neutral	132	55
		Disagree	48	20
5	The supervision greatly encourages me to give extra effort at work	Agree	84	35
		Neutral	36	15
		Disagree	120	50
6	The supervision has a very favorable influence on my attitude toward my job	Agree	84	35
		Neutral	12	5
		Disagree	144	60
7	Considering what it costs to live in this area, my pay is adequate	Agree	60	25
		Neutral	12	5
		Disagree	168	70
8	For the job I do, I feel that the amount of money I make is extremely good	Agree	60	25
		Neutral	12	5
		Disagree	168	70
9	The pay of work encourages me to work hard	Agree	60	25
		Neutral	12	5
		Disagree	168	70

Table 6: Job satisfaction characteristics of the respondents, Mettu University, April 2019.

S. No	Perceived Alternative Employment Opportunities Variables		Frequency (N=240)	Percent (100%)
1	Do you think you could get another better job if you quit your current job	Yes	150	62.5
		No	90	37.5
2	Do you believe that you can find a new job that is at least as good as your current job	Yes	123	51.3
		No	117	48.8
3	Do you think it would be easy to find acceptable alternative employment	Yes	120	50
		No	120	50

Table 7: Perceived Alternative Employment Opportunities characteristics of the respondents, Mettu University, April 2019.

Factors associated with job turnover intention

Binary and multivariate logistic regressions were conducted. Variables with p-value <0.05 at binary logistic regressions were put into multivariate analysis. At multivariate analysis statistical significance were declared at p-value <0.05.

The multivariate logistic regression analysis revealed that sex, employees feeling of easy to get better job, loyalty to organization and existence of alternative employment were significantly associated with job turnover intention.

The study revealed that the odds of turnover intention among

males was nearly seven times (AOR=6.78, 95%CI=2.66, 17.18) higher than that of among females. Besides, the odds of turnover intention among those who believe that it is easy to get better job was nearly three times (AOR=2.66, 95%CI=1.20, 5.90) more likely as compared to those who do not think so. Further, the study revealed that the odds of turnover intention among those who think they can get new job is five times (AOR=5.04, 95%CI=2.58, 9.85) more likely as compared to those who do not think so (Table 9).

Discussion

The study revealed that the overall turnover intention among the academic staff was very high. This finding was higher than the study

S. No	Person organization fitness		Frequency (N=240)	Percent (100%)
1	I can work in this institute without giving up my principles	Agree	60	25
		Neutral	24	10
		Disagree	156	65
2	I believe that there is a strong congruence between my institute and my personal values	Agree	48	20
		Neutral	24	10
		Disagree	168	70
3	In this institute, there are a lot of people exhibit similar behaviors related to work	Agree	84	35
		Neutral	24	10
		Disagree	132	55
4	I can say that I share common feelings with workmates on many points	Agree	72	30
		Neutral	12	5
		Disagree	156	65
5	The institute where I work meets my all expectations	Agree	48	20
		Neutral	12	5
		Disagree	180	75
6	The number of institutes to satisfy my needs better than present institute is less	Agree	12	5
		Neutral	72	30
		Disagree	156	65
7	I have ability and skill that my institute demanded from me	Agree	96	40
		Neutral	12	5
		Disagree	132	55
8	My education and personal skills about job are compatible with the needs of my institute	Agree	96	40
		Neutral	12	5
		Disagree	132	55
9	I believe my principles creating difference added richness to the workplace	Agree	96	40
		Neutral	12	5
		Disagree	132	55
10	I believe I fill a gap in the institute	Agree	84	35
		Neutral	24	10
		Disagree	132	55

Table 8: Person organization fitness characteristics, Mettu University, April 2019.

Variables	Categories	Turnover Intension		COR (95% CI)	AOR (95% CI)
		Yes	No		
Sex	Male	168	12	9.33 (4.28, 20.38)	6.78 (2.66, 17.18)*
	Female	36	24	1	1
Promote your organization	Yes	36	144	16 (7.71, 33.22)	0.07 (0.034, 0.16)
	No	48	12	1	1
Easy to get better Job	Yes	128	52	1.88 (1.03, 3.42)	2.66 (1.20, 5.90)*
	No	22	38	1	1
Comfort with job performance	Yes	36	144	16 (7.71, 33.22)	0.06 (0.03, 0.13)
	No	48	12	1	1
Rules and procedures	Yes	24	156	26 (12.10, 55.86)	0.034 (0.015, 0.076)
	No	48	12	1	1
Correct evaluation of Job performance	Yes	36	144	16 (7.71, 33.22)	0.085 (0.030, 0.2400)
	No	48	12	1	1
Loyal to organization	Yes	36	144	1	1
	No	48	12	6 (7.71, 33.22)	3.857 (1.49, 9.97)*
Can get job	Yes	109	71	5.04 (2.58, 9.85)	5.04 (2.58, 9.85)*
	No	14	46	1	1
Easy find alternative employment	Yes	97	83	4.25 (2.3, 7.87)	1.68 (0.83, 3.40)*
	No	23	37	1	1

NB. *P-value<0.05.

Table 9: Factors associated with turnover intention in Mettu University, April 2019.

findings from North Shoa, Ethiopia; where the turnover intention was 60.1% [4]. This difference might have happened due to the differences in the study area, i.e., Mettu University is a higher academic institution whereas the latter was woreda based study. Besides, this finding was in contrast with the study findings from Truman State University [5]

where the turnover intention was considerably lower as compared to that of the current study. This difference might have happened due to the differences in the work setups and variations in organizational cultures in these two institutions.

The study also showed that sex was significantly associated with turnover intention. This finding was in line with the study findings from Truman State University [5] but different from a study finding in Ethiopia where gender was not significantly associated with turnover intention [4]. These differences might have been happened due to the differences in the two study settings.

Further the study revealed that employees feeling of easy to get new job was associated with turnover intention. This finding was in line with the study findings from Virginia Commonwealth University [6]. This similarity might show the existence of external job opportunities in the area of both institutions, but it needs further investigation.

Besides, the study revealed that existence of alternative employment was associated with turnover intention. This finding was also in line with the study findings from Truman State University [5]. The same reason described above might have contributed to the similarity in both institutions.

On top of this, the study revealed that being loyal to organization was associated with turnover intention. This finding was in line with the study findings from VCU [6]. The similarity might have happened due to the similarities in organizational commitment values, but it needs further investigation.

Conclusion and Recommendation

The overall magnitude of the turnover intention among the respondents was very high. Sex, employees feeling of easy to get better

job, loyalty to organization and existence of alternative employment were significantly associated with job turnover intention.

Therefore, the Mettu University should design a strategy to retain its academic staffs. The intervention should focus on the males, as they were seen to have more turnover intention, on increasing mechanisms of the loyalty of staffs to the organization and making the work environment conducive for the staffs. Further, research should be conducted to explore the important factors in order to have a better picture of the problem.

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