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**JIMMA UNIVERSITY**  
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A RESEARCH ON ASSESSMENT OF CAUSES OF EMPLOYEE  
TURNOVER INTENTION IN  
KOMBOLCHA TEXTILE SHARE COMPANY (KTSC)

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## ABSTRACT

Employee turnover were giving sleepness nights to human resource managers in Kombolcha Textile Share Company. A widely held belief in this governmental enterprise are that employees have developed bad attitudes due to labor shortage unfortunately, despite employee turnover being a serious problem in Kombolcha Textile Share Company, their are no dearth of studies investigating it, especially studies using a comprehensive set of causal variables are rare. In this study, the researcher examined were three sets of antecedents of turnover intention in Kombolcha Textile Share Company; i.e, Demographic, controllable, and uncontrollable. The data were collected between February and march 2002, by distributing self-administered questionnaire and finally analyzed by descriptive analysis especially percentage and tabulation. Kombolcha Textile Share Company provide an appropriate setting as their turnover is much greater rates are among the other governmental institution in the country. Findings of the study were suggested that the extent of controllable turnover is much greater than uncontrollable turnover and that poor management practices were the major source of employee turnover.

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## TABLE OF CONTENTS

<b>Contents</b>	<b>Page number</b>
Abstract -----	i
Acknowledgement -----	ii
Table of Contents -----	iii
List of Tables -----	iv
List of Figure -----	v
Operational Definition -----	vi
<b>CHAPTER 1: General Introduction -----</b>	<b>1-8</b>
1.1 Statement of the Problem -----	6
1.2 Objectives of the Study -----	7
1.3 Significance of the Study -----	8
<b>CHAPTER 2: Methodology -----</b>	<b>9-11</b>
2.1 Sampling and Data Collection -----	9
2.2 Scope and Limitation -----	9
2.3 Measures -----	10
2.4 Data Analysis -----	11
<b>CHAPTER 3: Results and Discussion -----</b>	<b>12-20</b>
3.1 Hypothesis Testing -----	14
<b>CHAPTER 4: Conclusion and Recommendation -----</b>	<b>21-22</b>
<b>Bibliography -----</b>	<b>24</b>
<b>Appendix:</b>	
English Version -----	i-v
Amharic Version -----	vi-ix



## LIST OF TABLES

<i>Table No</i>	<i>Page No.</i>
<b>Table 1:</b> Age and tenure distribution at KTSC: employee wise .....	12
<b>Table 2:</b> Gender distribution: employee wise .....	12
<b>Table 3:</b> Title Distribution at Kombolcha Textile Share Company (DTSC): employee wise.....	13
<b>Table 4:</b> Educational and income level distribution at Kombolcha Textile Share Company: employee wise.....	13
<b>Table 5:</b> Satisfaction wise pay and their percentage analysis at Kombolcha Textile Share Company: employee wise .....	15
<b>Table 6:</b> Satisfaction wise nature of work and their percentage analysis at Kombolcha Textile Share Company: employee wise.....	16
<b>Table 7:</b> Satisfaction with supervision and their percentage analysis at Kombolcha Textile Share Company: employee wise.....	16
<b>Table 8:</b> Organizational commitments and their percentage analysis at Kombolcha Textile Share Company: employee wise .....	17
<b>Table 9:</b> Distributive justice and their percentage analysis at Kombolcha Textile Share Company: employee wise .....	18
<b>Table 10:</b> Procedural justice and their percentage analysis at Kombolcha Textile Share Company: employee wise .....	18
<b>Table 11:</b> Percentage alternative employment opportunities (PAEO) and their perceived analysis at Kombolcha Textile Share Company: employee wise .....	19
<b>Table 12:</b> Job-hopping and their percentage analysis at Kombolcha Textile Share Company: employee wise.....	20

## LIST OF FIGURE

<i>Figure No</i>	<i>Page No.</i>
Figure 1: Employee Turnover Model .....	23

## OPERATIONAL DEFINITIONS

<i>Terms</i>	<i>Page Number</i>
Job-hopping .....	5
Organizational Commitment .....	5
Organizational Justice .....	5
- Distributive Justice .....	5
- Procedural Justice .....	5
Perceived alternative employment opportunities (PAEO).....	6
Job-satisfaction .....	6
Tenure .....	6
Turnover Intention .....	6



# CHAPTER 1

## 1. GENERAL INTRODUCTION

Turnover is the net result of the exit of some employees and the entrance of others. Turnover can be quite costly to an employer. One estimate is that it costs American industry 11 billion a year. The cost of employee turnover includes increased costs for social security and unemployment compensation; terminal vacations; severance pay; underutilized facilities until the replacement is hired; employment costs, such as recruiting advertisement, and expenses, interview time, test costs, computer record costs and moving expenses; and administration costs of notification and payroll changes. Obviously, there is also productivity loss until the new employee reaches the performance level of the one who left the job. (John M. Ivancevich, 1998)

Employee turnover is probably the biggest problem facing Human Resource Managers in today's work environment. The thinking of employees today differs greatly from the past. Employees are more confident in their training and skills. This new born confidence has led to a more mobile employee. The employee of this modern era is not afraid to seek new employment as often as every fifteen to eighteen months. Consequently, Human Resource Managers are put under a lot of pressure to attract and retain qualified employees. Business productivity is dependent upon employee continuity. If human Resource managers cannot provide this continuity, business operations will suffer. Therefore, employee turnover can single-handedly cripple a business enterprise.

According to the special reports on the cause of employee turnover, all turnover is not equal. When we see voluntary turnover (Separation) from involuntary turnover (termination or being fired). Termination may be profitable as poor performing employees are culled from the company (Bavanadam Research Incorporated, 2000). In addition to this when you differentiate short-term employees from long-term employees, turnover of short-term employees is most commonly due to an unrealistic job preview during hiring process. Prospective employees are given promises that are not kept; they can be given a "rosy picture" job conditions that are simply not fair. Giving prospective

employees a realistic preview each to the point exaggerating the negative aspects of the job-does not significantly reduce the number of people who account the job, but can reduce turnover by more than half during the first year. Typically, turnover of short term employees are higher but also is less disruptive than turnover of long-term employees. When long term employees quit their loss is the most disruptive to the organization. They take with them training, skills, experience, productivity and social bonds that help other employees come to work.

There are many potential causes for turnover. Certainly, area economic conditions, as well as other factors such as labour marker conditions affect general turnover condition. These more general condition for involuntary turnover are difficult to directly manage. However, there are certain causes for voluntary turnover that are associated with any specific job in a given organization (e.g., non-competitive compensation, high stress, unpleasant physician or interpersonal working conditions, monetary, and poor direct supervision) that can be managed. Although considerable research has been published in professional journals that underscores the relationship among workers' preferences, job performance, absenteeism, and voluntary turnover, there have not been many advancements in the field of personnel selection based on these findings.

The assessment of employees' source of job-related discomfort and frustration has proven to be a powerful predictor of turnover (Bernardin, 1987). Survey results consistently indicate that workers' negative emotional reactions to job situations do predict voluntary turnover. Employees in any job have conscious and unconscious emotional reactions to work. If these reactions are generally positive, an employee is less likely to quit. One very promising approach for managing turnover is to identify job candidates who are more likely to have negative reactions to a given job. These candidates can be screened out early in the hiring process, thus saving further hiring costs, and decreasing subsequent turnover. Unfortunately, the most frequently used instruments for identifying such negative job characteristics (e.g., job diagnostic survey, job characteristics inventory) have little utility for making employment decisions because the scoring process is relatively transparent to job applicants.



Most theories of turnover maintain that employees leave their jobs when their needs are not being satisfied at their present place of work and an alternative job become available those they believe will satisfies more of their needs. An excellent and informative effort of explaining and discussing the turnover process is offered by (Mobley, and Mobely, Griffith, Hand, and Meglino). They suggested empirically tested, and found support for the view that attitudes towards the job are extremely important in the decision to leave an organization. The research indicates that the intention to quite is a significant predictor of actual quitting (John. M. Ivancevich, 1998).

Voluntary turnover is a major problem in our world. Such as companies in many Asian countries Hong Kong, South Korea, Malaysia, Singapore, and Taiwan (Borrett, 1995; Charg 1996; Syrett, 1994). For example in 1995 (the last year for which comparative data were available) the average monthly resignation rates were 3.4%, 2.9%, and 2.7% in Singapore, South Korea, and Taiwan, respectively (Barhand and Rodegers, 1998). In a recent forum of Human Resource professional bodies of Hong Kong, Malaysia, and Singapore, participants were unanimous in their view that job hopping had become so rampant in these countries that it had become a culture (Asia pacific management news, 1997). Similarly, employee turnover is very prevalent in China as well (Adweek, 1993; Machachlan, 1996).

In developing countries, reports in popular press highlighting the costs and disruptions associated with job hopping continue unabated, and companies continue to call for help with this pressing issue. The extent of the problem can be gused from the fact that the issue of job-hopping was brought up in the country's parliament. Infact, there is a deep concern at the national level that job-hopping is adversely affecting Ethiopian's competitiveness.

According to the report of a task force on job-hopping in Singapore, more than two-thirds of the organizations indicated that they have suffered a productivity loss of greater than 10% as a result of high employee turnover (National Productivity Board, Singapore, 1988). In addition to low productivity, the survey reported high cost of recruitment, and poor quality of products and services due to high turnover. Even more important, high turnover was found to be the major source of poor moral in many organizations.



Surprisingly, there is a dearth of studies examining this important issue in many countries and popular perceptions, or misperceptions or “Informal theories” on employee turnover abound in both academic (professional) and practitioner (non-professional) circles. Campbell and Campbell (1987) identified two major problems with “Informal theories” on employee turnover. First, they are untested and a result prone to errors. Second according to the widely held “Informal theories” by practitioner in many countries, most of the employee turnover in their companies is attributable to two external factors: labour shortage and bad employee attitudes. Thus, to the degree that managers hold these “Informal theories”, turnover become a serious but intractable issue. The authors noted that while human resource managers were acutely aware of the problem and its associated ramifications, they typically have developed no real strategies for combating turnover.

④ The study were conducted in Kombolch Textile Share Company in region three (3), South Wollo Zone at Kombolch Town. This factory is found at North west from the capital city at 375km. It was established at the time of the Derge regime since 1977 E.C the objective of producing fortune all weather cloths including bed-sheets, bobblin, kaki, Abujadi but the factory product is reached up to 13's types. Now the factory have 1,944 permanent employees and 84 contract employees totally 2,028 employees. But if the factory operates at full capacity it may generate employment opportunities for 3,400 people in the area.

④ The current production capacity of the factory is 22,000,000 sq. meters of cloths if each employees are working for 8 hours consequentively for a 3 shift. Now the factory known as Kombolcha Textile Share Company (KTSC) by changing from Kombolch Textile Factory, by the proclamation no 164/1998 of Ethiopian trade law and privatization agency according to this proclamation the factory transfer from state owned enterprise to share company, by signing a 5 year managerial contract since 1992 E.C with the Chinese sister company known as Tangushan Hongzin Textile.

④ The rest of the paper is organized as follows:

The study first presents operational definition of terms that the study used followed by discussion of employee turnover model used in the study along with statements of the

problem, objective of the study, and significance of the study. This is followed by a section on methods. Finally, present and discuss the study followed by conclusion and recommendation.

## **Operational Definitions**

### **Job-hopping**

The definition of job-hopping has two parts first -people switch jobs because they have an itch to try out new things or simply because it is fun doing so. Ghiselli (1974) was the first to document a concept similar to job-hopping which he termed as 'hobo syndrome': He defined the hobo syndrome as 'the periodic itch to move from a job in one place to some other job in some other place' (p.81). Ghiselli argued that this wanderlust is derived from instinctive impulses and dose not seem to result from organized logical thought, but rather from the internal impulsiveness of individuals. The second part of Job-hopping consists of social influence or turnover culture. Abelson (1993) defined turnover culture as the shared cognition by organizational members that influence their decisions regarding job-movement. Turnover culture makes hopping from one job to the other an acceptable behavior. If an employee has not changed his or her job for a long time, he or she feels increasing pressure to do so because of social influences/turnover culture.

### **Organizational Commitment**

The definition of organizational commitment is that an employees devotion for the organizational values, goals, and objectives. That means an employee find that his or her values are similar with the organizational values.

### **Organizational Justice**

When we said organizational justice it is the rule, regulation and norms that administer the organizational culture and describe fairness in the workplace. And it has two parts:

**Distributive Justice**: The fairness of the outcomes an employee receives,

**Procedural Justice**: Which describes the fairness of the procedures used to determine those outcomes.



### **Perceived Alternative Employment opportunities (PAEO)**

Refers to an individual's perception of availability of alternative job in the organizations environment. Employees perceive more alternative job opportunities when the job market is tight and less alternative job opportunities when there is unemployment.

### **Job Satisfaction**

Are employees enthusiastic to come to work each day? Is their work satisfying?

### **Tenure**

It is a period of time an individual engaged in one work place or in organizational environment.

### **Turnover Intention**

It is an individual intention to leave the work environment or employees attitude to leave the work place.

## **1.1 STATEMENT OF THE PROBLEM**

The frame work of the study is presented in figure 1. It includes three sets of independent factors: demographic, controllable, and uncontrollable factors. Turnover intention is the dependent variable in this study. Share and martin (1989) noted that turnover intention is an appropriate dependent variable because it is linked with actual turnover.

Demographic factors that have been found to have stable relationship with turnover intention, in past research include age, tenure, level of education, level of income and job category (managerial and non-managerial). Several studies have reported negative relationship between turnover intention and three demographic factors, age, tenure, and income level (e.g, Arnold and Feldman, 1982; cotton and Tuttle, 1986; and others). Amount of education on the other hand, is found to be positively associated with turnover, suggesting that the more educated employees quit more often (Berg, 1991:). I think this issues are more important for employees in Kombolcha Textile Share Company too.

The controllable factors include, job satisfaction (satisfaction with pay, satisfaction with nature of work, and satisfaction with supervision). Organizational justice (distributive and procedural) work at Kombolcha Textile Share Company. The study call them controllable



factors in that organization have control over them, i.e; at Kombolcha Textile Share Company.

Finally; the other factors that should the study includes uncontrollable factors such as perceived alternative employment opportunity (PAEO) and job-hopping are the two uncontrollable factors in the study framework at Kombolcha Textile Share Company.

PAEO refers to an individual's perception of the availability of alternative job in the organizations environment. Employees perceive more alternative job opportunities when the job market is tight and less alternative job opportunities when there is unemployment. It should be noted that, however, that PAEO is not the same thing as actual labour market conditions past research suggest that both PAEO and labour market conditions are positively associated with turnover (Hulin et.al, 1985; steel and Cirinsseth, 1989).

Although labour shortage is considered one of the most important factors contributing to employee turnover at Kombolcha Textile Share Company, no study has yet examined the effects of PAEO on turnover intention.

## **1.2 OBJECTIVES OF THE STUDY**

The objective of the study were intended to manipulate the root causes of employee turnover in Kombolcha Textile Share Company. That is employee turnover was a serious and difficult problem for a time a long. So that the objective of the study would be verified the causes of the problem and give insights how to solve those problems that the study already tried to identify. Therefore; the general objective of the study wold be to examine the relationship of the three variables and their effects upon employee turnover intention at Kombolcha Textile Share Company. Such a variable is that: Demographic, Controllable, and Uncontrollable variables.

The specific objectives of the study would be included the following sub-points:-

1. The study tried to identify the effects of demographic variables (such as age and gender) on employee turnover intention at Kombolcha Textile Share Company.

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2. The study tried to distinguish controllable variables such as job satisfaction (satisfaction with pay, satisfaction with supervision, and satisfaction with nature of work), organizational commitment, organizational justice (procedural and distributive justice).
  3. The study tried to distinguish uncontrollable variables (such as perceived ease of movement and job-hopping) and their effect on employee turnover intentions at Kombolcha Textile Share Company.
  4. Finally, the partitioning of the effects were lead to better diagnosis of employee turnover intention at Kombolcha Textile Share Company.

### 1.3 SIGNIFICANCE OF THE STUDY

As we have known the growth of the country's economy is depending upon the availability of essential requirements such as enhancement of industries that facilitates the activities of the country's effort for development. Having in mind, this point Kombolcha Textile Share Company inaugurated, having the responsibility of producing fortune all weather cloths for domestic and external market. Despite the fact that, to attain the objective this factory requires competent and effective employees who make effort positively helping the factory in its endeavors to carry out its tasks effectively, economically, and qualitatively. Although Kombolcha Textile Share Company has come along way in this tasks and providing its products in a manner it could, it has faced a great problem that is high employee turnover. However its long life in establishment and feasibility of the problem in this Textile Share Company there is no any research conducted for the assessment of this rampant and prevalent problem in the past. Hence this research have its own uniqueness for Kombolcha Textile Share Company, because it is the first time for Kombolcha Textile Share Company got this opportunity for the assessment of this serious problem in detail.



# CHAPTER 2

## METHODOLOGY

### 2.1 SAMPLING AND DATA COLLECTION

The study <sup>was</sup> ~~were~~ conducted in one of the state owned enterprise at Kombolcha Textile Share Company (KTSc). Both professional and non-professional employees were the two most important resources for this factory. Therefore; self administered questionnaires were given for those employee category, by applying stratified sampling technique upon the total sample available and from the strata groups simple random sampling technique was applied to respond to the positive statements or phrase related to each quality for the collected data.

Data were collected using a questionnaire that contained measures of job satisfaction (satisfaction with pay, satisfaction with nature of work, and satisfaction with supervision) organizational commitment, organizational justice (distributive and procedural), job-hopping, perceived alternative employment opportunities, and turnover intention. In addition, the questionnaire included questions on demographic characteristics of the respondents.

Questionnaires were self administered in addition to with the help of human resource manager of Kombolcha Textile Share Company. Employees or respondents were informed that the purpose of the exercise was to access their feelings and thoughts or various aspects of their jobs and that as such there were no right or wrong answers to questions included in the survey. Respondents were assured of the strict confidentiality of their responses and were told that the completed questionnaires would be given directly to researcher and that no one in their organization would ever see the completed questionnaires.

### 2.2 SCOPE AND LIMITATION

The data were collected between February 15 to 30 2002, in Kombolcha Textile Share Factory. It is found at North<sup>east</sup>west part of Ethiopia at 375km far away from the capital. It is located at region 3 (three) at south Wollo Zone, at the famous and largest city,



Kombolcha. As a result, it has generated employment opportunities for both professional and non-professional employees in the area associated with high employee turnover, specially those professional employees who was the rate of this problem still now. Hence the study focus on those professional employees and tried to ~~identified~~ the cause of the problem why they were resigning frequently from this state owned enterprise.

The total sample size were 200 employees, and of these 200 questionnaires were distributed between those professional employees and non-professional employees category. For the professional category 112 questionnaires were distributed and 102 them were returned. For the non-professional employees category 88 questionnaires were distributed and 86 of them were returned. That means 10 questionnaires from professional employees and 2 questionnaires from non-professional employees were unreturned.

The critical problem at time of data collection is that time shortage. It was critical to record where questionnaires were dropped off, and when they are to be picked up. Questionnaires were not collected on time, so that respondents would be quite properly annoyed because the questionnaires was not filled on time and it is not picked up at the agreed up on time. The other difficulties that faced the researcher was shortage of finance for making the research activities smooth as much as possible because of the longer distance that study were conducted.

Finally, I noting the limitation of the study, first, although the research did its best to construct appropriate measures and took all possible precautions in administrating the questionnaires, self-report biases can not be ruled out completely.

### 2.3 MEASURES

For demographic factors, respondents were asked to indicate their age (in years) tenure (in years) gender, tittle, monthly gross income, and educational level.

The study used three items each for measuring satisfaction with pay, satisfaction with nature of work and supervision.

The study used of 4-item organizational commitment questionnaire to measure organizational commitment. I used four-item distributive justice scale to measure distributive justice and their one-item procedural justice to measure procedural justice. The study used a three-item score to measure turnover intention and 2-item score to measure perceived alternatives employment opportunities (PAEO).

#### **2.4 DATA ANALYSIS**

In this study the method of data analysis by applying descriptive analysis specially percentages, tabulation and hypothesis testing.

## CHAPTER 3:

### RESULTS AND DISCUSSION

The demographic characteristics and descriptive statistics of the sample are provided in the table below. The average age of respondents were 29, 34, and 28 years respectively for professional, non-professional and the total sample size. The average tenure for the professional employees categories are 8.6 as compared to 10.4 years for the non-professional employee. Thus, the respondents from the professional employee were much younger and much tenure than their counter parts according to the results in the Table provided below.

**Table 1: Age and Tenure Distribution: At KTSC Employee Wise**

Variable	Number of Respondents		Average		Total Sample Size
	Professional	Non-professional	Professional	Non-professional	
Age (year)	102	86	29	34	28
Tenure (year)			8.6	10.4	9.4
<b>Total</b>	<b>102</b>	<b>86</b>			

While respondents from the professional employees were predominantly males (88%). The non-professional were more or less the same proportion of males and females. According to the table provided below.

**Table 2: Gender Distribution: At KTSC Employee Wise**

Variables	Number of Respondents		Percentage (%)	
	Professional	Non-professional	Professional	Non-professional
Gender:				
Male	90	43	88.2	50.0
Female	12	43	11.76	50.0
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.96</b>	<b>100.0</b>

The sample from professional employees had more managers (58.8). The non-professional on the other hand, had less managerial employees as compared to non-managerial employees (66.3%) according to the table provided below:



**Table 3: Title Distribution: At KTSC Employee Wise**

Variables	Number of Respondents		Percentage (%)		Total Sample Size
	Professional	Non-professional	Professional	Non-professional	
Title:					
Managerial	60	29	58.8	33.7	47.3
Non-managerial	42	57	41.1	66.7	52.6
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.9</b>	<b>100.0</b>	<b>99.9</b>

Results in Table 3 presented above show that managerial employees have greater intention to leave than did non-managerial employees for the professional employees category, but the reverse is true for non-professional employee's category.

The sample from professional employees were include a greater percentage of Degree and Diploma holder than non-professional employees. This is particularly since the professional employees had a greater percentage (%) of managers in the sample as compared to the non-professional employees. The income level of respondents in the professional employees category was higher than that of respondents in the non-professional employees according to the information presented in the table below:

**Table 4: Educational and Income Level Distribution at KTSC: Employee Wise**

Variables	Number of Respondents		Percentage (%)		Total Sample Size
	Professional	Non-professional	Professional	Non-professional	
Education:					
♦ Primary	0	6	0	6.97	3.1
♦ Secondary	17	66	16.7	76.7	44.1
♦ Diploma	40	10	39.2	11.63	26.5
♦ BA, B.Sc.	45	4	44.1	4.65	26.0
♦ None	0	0	0	0	0
<b>Total</b>	<b>102</b>	<b>86</b>	<b>100.0</b>	<b>99.95</b>	<b>99.7</b>

Variables	Number of Respondents		Percentage (%)		Total Sample
	Professional	Non-professional	Professional	Non-professional	
Income Level:					
♦ Under Br. 250	0	3	0	3.48	1.5
♦ Br. 251– Br. 600	20	40	19.6	39.2	31.9
♦ Br. 601– Br. 850	15	9	14.7	10.4	12.7
♦ Br. 851– Br. 1000	12	4	11.7	8.1	8.5
♦ Above 1000	55	30	53.9	34.8	45.2
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.9</b>	<b>95.98</b>	<b>99.8</b>

### 3.1 HYPOTHESIS TESTING

The study applied percentage analysis to test Hypothesis 1 to 6. The study performed the above analysis for each of the two-employee category and the total sample.

The main objective of using a multi-employee sample was to find out if the findings from one employee category could be generalized to other employees.

Results of percentage analysis presented in Tables provided a modest support to Hypothesis 1 which states that Demographic factors are associated with turnover intention.

Hypothesis 1a, which states that age is negatively associated with turnover intention, received a strong support for both the cases according to Table 1. The findings suggest that age is insignificant or unimportant in predicting employee turnover in Kombolcha Textile Share Company.

According to the information provided in Table 2, males have greater intention to leave than females for the professional employee category, but a weak support for non-professional employee category. So that Hypothesis 1b, which states similar to the findings for professional employees have received a strong support.

According to the information provide in Table 4, Hypothesis 1c, which states that level of education received a strong evidence for professional employees but a weak support for non-professional employees. The relationship between tenure and turnover intention was

30      25      10      14  
 (30)      (35)



significant in two cases. So that Hypothesis 1d (which states that tenure is negatively associated with turnover intentional) was not supported. Therefore, tenure (length of time) was positively associated with turnover intention at Kombolcha Textile Share Company. This findings is indicative of turnover culture. If one individual has been in one job for a long time period, he or she starts feeling need to change his or her jobs perhaps because so many people are doing so. But this hypothesis directly unrelated to those non-professional employees that means whether they have longer or shorter experience they prefer to remain as they are. Refer Table 1. Hypothesis 1e, (the amount of income is positively associated with turnover intentional was received a weak support in both the cases according to the information presented in Table 4. Similarly contrary to what was hypothesized, managers have greater intention to leave than non-manager in professional employees category. In the non-professional category, the hypothesis is applicable in relation to what the study hypothesized.

Results in Table 5 presents the description of hypothesis 2a (satisfaction with pay).

**Table 5: Satisfaction with pay and their Percentage Analysis at KTSC.  
Employee Wise**

Rating	Number of Respondents		Percentage (%)		Total Sample
	Professional	Non-professional	Professional	Non-professional	
Very adequate	6	6	5.8	6.9	6.3
Adequate	38	30	37.2	34.8	36.1
Fair	52	40	50.9	46.5	48.9
Inadequate	4	8	3.9	9.3	6.3
Very Inadequate	2	2	1.9	2.3	2.1
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.7</b>	<b>99.8</b>	<b>99.7</b>

According to the information provided above hypothesis 2a (satisfaction with pay is positively associated with turnover intention) received a weak support in contrary to that the study hypothesized because percentages were marginally significant in the positive statement. Therefore; satisfaction with pay was unimportant in both the cases. Thus, pay was not an important concern for employees for professional employees was higher than the average income of the non-professional employees.

Results in Table 6 presented below give about the explanation of Hypothesis 2b (satisfaction with nature of work is positively associated with turnover intention).





**Table 6: Satisfaction with Nature of Work and their Percentage Analysis at  
KTSC: Employee Wise**

Rating	Number of Respondents		Percentage (%)		Total Sample
	Professional	Non-professional	Professional	Non-professional	
Satisfied	47	46	46.0	53.4	49.4
Very Satisfied	32	16	31.3	18.6	25.5
Neutral	4	3	3.9	3.4	3.7
Dissatisfied	18	20	17.6	23.2	20.2
Very Dissatisfied	1	1	0.9	1.1	1.0
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.8</b>	<b>99.7</b>	<b>99.8</b>

According to the information provided hypothesis 2b, was not supported in any of the two cases because percentage (%) were marginally significant for the positive statement i.e 46% for professional employees category and 53.4% for the non-professional category for those who said satisfied with nature of work. Therefore; satisfaction with nature of work was insignificant across both the cases. Thus, nature work of was not good predictor of turnover intention.

Results in Table 7 provide explanation about satisfaction with supervision i.e hypothesis 2c (satisfaction with supervision is positively associated with turnover intention).

**Table 7: Satisfaction with Supervision and their Percentage Analysis at  
KTSC: Employee Wise**

Rating	Number of Respondents		Percentage (%)		Total Sample Size
	Professional	Non-professional	Professional	Non-professional	
Favorable	25	18	24.5	20.9	22.8
Unfavorable	49	43	48.0	50.0	48.9
Neutral	3	7	2.9	8.1	5.3
Very favorable	11	5	10.7	5.8	8.5
Very un favorable	14	13	13.7	15.1	14.3
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.8</b>	<b>99.9</b>	<b>99.8</b>

According to the information provided in the table above hypothesis 2c received a strong support, i.e. supervision mattered in both of the cases. That is supervision have unfavorable influence for both professional and non-professional employees of Kombolcha Textile Share Company because percentage (%) were marginally significant for rating of unfavorable influence i.e. 48% and 50% for professional and non-

professional employees respectively. Thus, employees in professional employees category had much greater proportion of degree holder (44.1%) as compared to 4.6% in non-professional employees category. Thus, it appears that with more education, the expectation for better supervision may increase.

Results in Table 8 presents the description of organizational commitment of employees of Kombolcha Textile Share Company. And the results of this Table support for Hypothesis 3, which states that organizational commitment is negatively associated with turnover intention at Kombolcha Textile Share Company.

**Table 8: Organizational Commitment and their Percentage Analysis of  
KTSC: Employee Wise**

<i>Rating</i>	<i>Number of Respondents</i>		<i>Percentage (%)</i>		<i>Total Sample Size</i>
	<i>Professional</i>	<i>Non-professional</i>	<i>Professional</i>	<i>Non-professional</i>	
Strongly Agree	54	25	52.9	29.0	42.0
Agree	40	26	39.2	30.2	35.1
Neutral	7	13	6.8	15.1	10.6
Disagree	0	15	0	17.4	7.9
Strongly Disagree	1	7	0.9	8.1	4.2
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.8</b>	<b>99.8</b>	<b>99.8</b>

According to the results of the Table presented above the hypothesis is not supported in similar fashion with the predicted direction. As we have see from the Table percentages (%) were highly significant, that means employees were lack of organizational commitment. Therefore, it is possible to predict turnover intention by depending upon organizational commitment.

Results in Table 9 presented an explanation for hypothesis 4a distributive justice for Kombolcha Textile Share Company. The hypothesis stated that distributive justice is negatively associated with employees turnover intention in Kombolcha Textile Share Company.



**Table 9: Distributive Justice and their Percentage Analysis of KTSC:  
Employee Wise**

Rating	Number of Respondents		Percentage (%)		Total Sample Size
	Professional	Non-professional	Professional	Non-professional	
Strongly Agree	19	18	18.6	20.9	19.6
Agree	37	38	36.2	44.1	39.8
Neutral	16	16	15.6	18.6	17.0
Disagree	24	11	23.5	12.7	18.6
Strongly Disagree	6	3	5.8	3.4	4.7
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.7</b>	<b>99.7</b>	<b>99.7</b>

According to the results presented above it tell us about whether or not equal treatment of employees at Kombolcha Textile Share Company (KTSC). As we have look from the table most of the employees were respond to the positive statement. The professional employees were answered to the positive statement 36.2% and the professional employees category answered to the positive statements were 44.1%. Therefore hypothesis 4a received a strong support for only one of the cases. Since; percentages (%) were marginally significant in one of the cases, i.e. for non-professional employees. Therefore; distributive justice was found more important in predicting employee turnover for non-professional employees as well as for professional employees, at Kombolcha Textile Share Company.

Results in Table 10 presented an explanation for hypothesis 4b on procedural justice at Kombolcha Textile Share Company (KTSC). And the results of this Table supported for hypothesis 4b, which stated that, procedural justice is negatively related with turnover intention at Kombolcha Textile Share Company.

**Table 10: Procedural Justice and their Percentage Analysis at KTSC:  
Employee Wise**

Rating	Number of Respondents		Percentage (%)		Total Sample
	Professional	Non-professional	Professional	Non-professional	
Proper	36	22	35.2	25.5	30.8
Equitable	13	12	12.7	13.9	12.7
Fair	35	25	34.3	29.0	31.9
Inappropriate	8	18	7.8	20.9	13.8
Neutral	30	9	9.8	10.4	10.1
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.8</b>	<b>99.7</b>	<b>99.3</b>



According to the results presented above most of the respondents were answered to the positive statement for both the cases that is percentages were marginally significant. So that hypothesis 4b received a strong support. That is for the rating of proper 35.2% and 25.5% respectively for professional employees and non-professional employees. Therefore, procedural justice was not a good predictor of turnover intention at Kombolcha Textile Share Company.

Results in Table 11 provide an explanation for hypothesis 5, which stated that perceived alternative employment opportunities is positively associated with turnover intention at Kombolcha Textile Share Company.

**Table 11: Perceived Alternative Employment Opportunities (PAEO) and their Percentage Analysis at KTSC: Employee Wise**

<i>Rating</i>	<i>Number of Respondents</i>		<i>Percentage (%)</i>		<i>Total Sample Size</i>
	<i>Professional</i>	<i>Non-professional</i>	<i>Professional</i>	<i>Non-professional</i>	
Strongly Agree	31	11	30.3	12.7	22.3
Agree	34	12	33.3	13.9	24.4
Neutral	4	4	8.8	4.6	6.9
Disagree	24	34	23.5	39.5	30.8
Strongly Disagree	4	25	3.9	29.0	15.4
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.8</b>	<b>99.7</b>	<b>99.6</b>

According to the results presented above most of the respondents were answered to the positive statement such as for professional employees they were strongly agree for the statement provided for them (30.3%) as we have compared to answered to the negative statement answered (3.9%, strongly disagree). And the non-professional employees were answered to the positive statements such as strongly agree (12.7%) as compared to the negative statements strongly disagree (29%). Therefore; as we have understand from the results presented above the professional employees were the fate of this problem, be cause percentage (%s) were marginally significant in the predicted direction. So that perceived alternative employment opportunities are a good predictor of turnover intention at Kombolcha Textile Share Company. But this hypothesis is not workable for non-professional employees. Hence; hypothesis 5 received a strong support for professional employees.

Results in Table 12, provide support for hypothesis 6, which stated that (Job hopping is positively associated with turnover intention) at Kombolcha Textile Share Company.

**Table 12: Job-hopping and their Percentage Analysis at KTSC:  
Employee Wise**

Rating	Number of Respondents		Percentage (%)		Total Sample Size
	Professional	Non-professional	Professional	Non-professional	
Strongly Agree	31	23	40.1	26.7	34.0
Agree	48	19	47.0	22.0	35.6
Neutral	4	17	3.9	19.7	11.1
Disagree	5	18	4.9	20.0	12.2
Strongly Disagree	4	9	3.9	10.4	6.9
<b>Total</b>	<b>102</b>	<b>86</b>	<b>99.8</b>	<b>98.8</b>	<b>99.8</b>

According to the results presented above about Job-hopping, it is one of the uncontrollable factors in addition to the perceived alternative employment opportunities most of the respondents were answered to the positive statement especially those professional employees they were answered to the positive statement i.e. strongly agree (40.1%) as compared to the negative statements i.e strongly disagree (3.9%). But the non-professionals are in the reverse direction. Similarly, with perceived alternative employees opportunities job-hopping was highly significant in the professional employees category. And the study focused on those professional employee because this employee category are well known for their high employee turnover.

At this level we can raise questions about the cause of employee turnover intention in Kombolcha Textile Share Company whether it is possible of their bad attitude or unfair management practices. Similarly, it is possible for the research to answer this question. The researcher suggest that employee turnover problem in Kombolcha Textile Share Company is more of due to unfair managerial practices than their bad attitude.



## CHAPTER 4

### CONCLUSION AND RECOMMENDATIONS

#### **Conclusion**

As the study examines factors under the full control of supervisor or managers: Job satisfaction (satisfaction with pay, satisfaction with nature of work, and satisfaction with supervision), organizational commitment, and organizational justice (distributive and procedural justice) were found to be explain much more greater influence on turnover intention model than were factors not under the full control of the managers: Perceived alternative employment opportunities (PAEO) and job-hopping. The findings of these studies are similar with Debrah (1994) who found lack of coherent and systematic HR (Human Resource) policies and practices as the major contributing factor to job-hopping problem for operative employees in manufacturing industries. Thus, Human Resource Managers in such industries need to overcome their fatalistic thinking and feelings of helplessness in the face of employee turnover. There is a lot they can do to overcome this major human resource problem. They need to think of strategies to combat employee turnover. Doing so would also raise their status in the company.

#### **Recommendations**

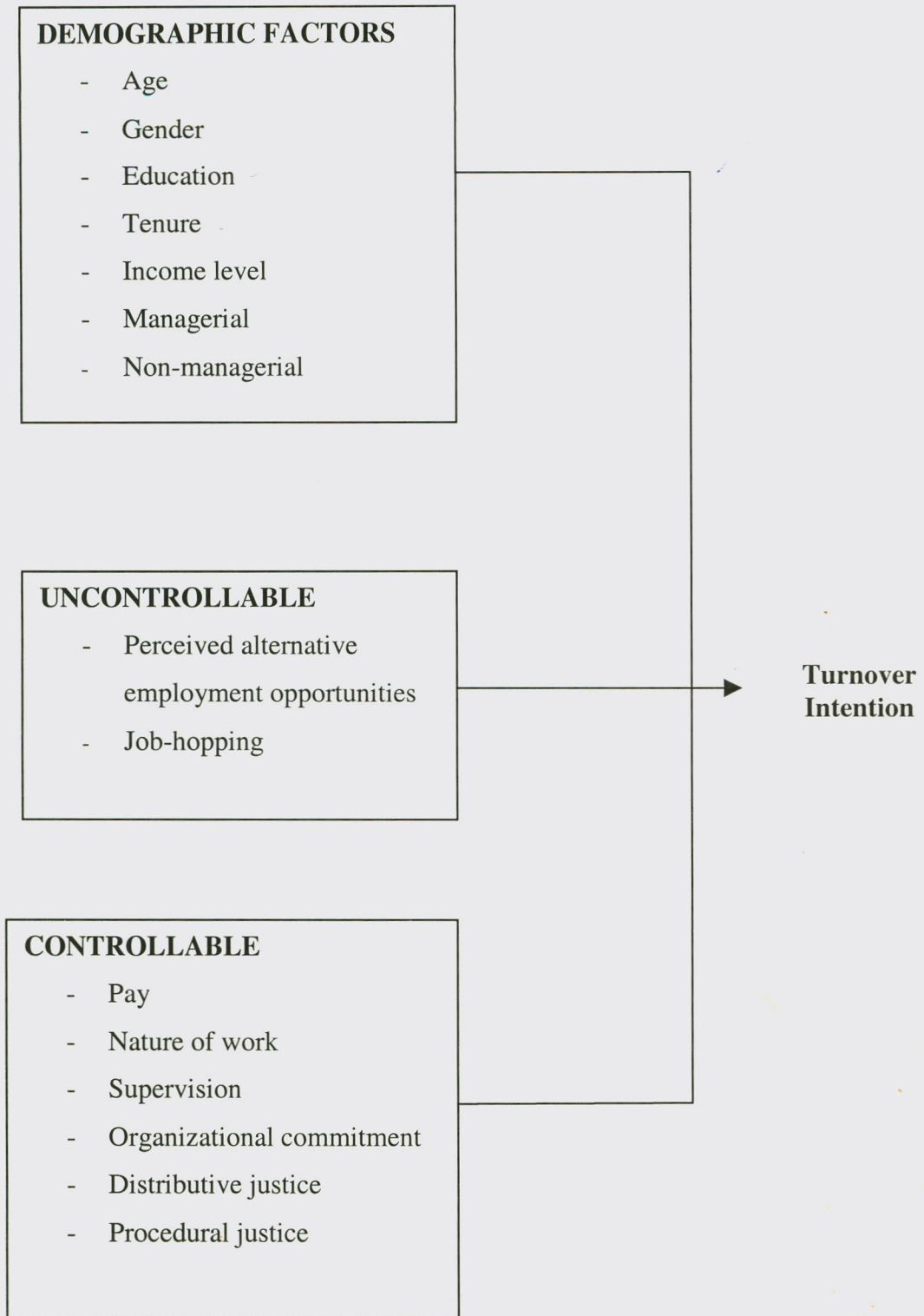
Turnover is a symptom. It is not the disease. We may blame turnover for low moral, employee dissatisfaction, and lack of group work. Often the reverse is true. The event called "turnover" is due to ineffective management or supervision, lack of justice (procedural and distributive justice), lack of commitment, result in low moral, employee dissatisfaction (with pay, nature of work and supervision) and the result (or symptom) is turnover Devens (1992). However, since the study did not want to point fingers or blame the manager, the study said that turnover causes the problems. Turnover is an indicator that something is not right, but it does not cause events.

So that the study need to shift to stop focusing on turnover and start looking of retention. Therefore the study recommend the following points for how to manage turnover and retain employees at Kombolcha Textile Share Company.



1. As we have discussed that tenure was one of the major causes of turnover because long time engagement in one work. So that the study recommend that one management option for addressing the issue of employee turnover is to changing the job to eliminate negative characteristics but this often is not feasible or desirable. An alternative method for reducing such a problem is to screen out potential leavers during the hiring process for those professional employees category.
2. As we have discussed earlier supervision mattered for those professional employees at Kombolcha Textile Share Company. Therefore the study should recommended that supervisors should provide appropriate leadership style for all the employees, by creating partnerships i.e. treating workers or employees vibrant partnerships will all levels of employees, and open communication i.e. employees are more loyal if they feel connected to the company, if they are know, and kept informed on key company issues. Most important, they need to know that there opinion matter and that management is highly interested in their necessity.
3. The study found organizational commitment by far the most important factor influencing turnover intention. Unfortunately, Kombolcha Textile Share Company does not take it seriously, since the problem is still prevalent. One important reason for lack of organizational commitment is that Kombolcha Textile Share Company relies mostly on control based management philosophy. The control-based management emphasizes compliance over commitment, written rules over informal norms, and authority over participation. The study believed that employee turnover in Kombolcha Textile Share Company can handled by focusing in organizational commitment. Organizational commitment can be facilitated by active socialization of employees, by gradually moving from control based management philosophy to commitment-based philosophy, and by managing the organizational culture appropriately.

**FIGURE 1: EMPLOYEE TURNOVER MODEL**



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# APPENDIX 1

## QUESTIONNAIRE

**Instruction:** Put a right sign (✓) on the appropriate box whether you agree or disagree on the point

### 1. DEMOGRAPHIC FACTORS

1.1 Age (in number) \_\_\_\_\_

1.2 How long you are working at Kombolcha Textile Factory? (in number) \_\_\_\_\_

1.3 Gender

Male

Female

1.4 Title

Non-managerial

Managerial

1.5 Educational level

Primary School

Diploma Holder

Non of the above

Secondary School

BA BS.c

1.6 Income level

Under Birr 250

Birr 601-850

Above Birr 1000

Birr 250-600

Birr 51-1000

### 2. JOB SATISFACTION

2.1 Satisfaction with pay

2.1.1 Considering what it costs to live in this area my pay is

Very adequate

Fair

Very in adequate

Adequate

Inadequate

2.1.2 For the job I do, I feel that the amount of money I make is

Very adequate

Fair

Very inadequate

Adequate

In adequate

2.1.3 Does the way pay is handled around here make it worthwhile for a person to work especially hard?

It definitely encourage hard work

It definitely discourage hard work

I makes create discourage hard work

Neutral to this issue

It is somewhat encouraged lard work

## 2.2 Satisfaction with nature of work

2.2.1 the chance to try my own methods of doing the job

Satisfied  Neutral  Very dissatisfied   
 Very satisfied  Dissatisfied

2.2.2 The chance to do something that makes use of my abilities

Satisfied  Neutral  Very dissatisfied   
 Very satisfied  Dissatisfied

2.2.3 The freedom to use my own judgement

Satisfied  Neutral  Very dissatisfied   
 Very satisfied  Dissatisfied

## 2.3 Satisfaction with supervision

2.3.1 Do you ever have the feeling you would be better off working under different supervision

I almost feel this way  I feel this way  Neutral   
 I don't feel this way  I never feel this way

2.3.2 The supervision I receive is the kind that:

Greatly discourages me from giving extra effort   
 Greatly encourages me to give extra effort   
 Very greatly discourages me from giving extra effort   
 Very greatly encourages me to give extra effort   
 Neutral to this issue

2.3.3 How does the way you are treated by those who supervise you influence your over all attitude toward you job?

Favorable influence  Very Favorable influence   
 Unfavorable influence  Very Unfavorable influence   
 Neutral to this issue

## 3. ORGANIZATIONAL COMMITMENT ~

3.1 *I am willing to put in great deal of effort beyond that normally is expected in order to help this organization to be successful.*

Strongly agree  Neutral  Strongly disagree   
 Agree  Disagree







## 8. PERCEIVED ALTERNATIVE EMPLOYMENT OPPORTUNITIES

*8.1 If I leave my current job, the chance. I would be able to find another job which is as good as, the present one.*

Strongly agree       Neutral       Strongly disagree   
Agree       Disagree

*8.2 If I have to leave this job, I would have another job as good as this one within a month*

Strongly agree       Neutral       Strongly disagree   
Agree       Disagree

**Thank you!**

መመሪያ: በተጠየቁት ጥያቄ ላይ የሚሰማው ከሆነ ወይም የማይሰማው ከሆነ በተዘጋጀው ሣጥን ውስጥ የጭረት (✓) ምልክት እንዲያደርጉ በትህትና እጠይቃለሁ።

1. የተጠያቂውን ሰው ማንነት ይመለከታል

1.1 እድሜ (በቁጥር) -----

1.2 ከ/ጨ/ጨ/ፋ ለምን ያህል ጊዜ ስርተዋል? በቁጥር -----

1.3 ጾታ

ወንድ

ሴት

1.4 በምን ሙያ ላይ ነው የተሠማሩት?

አስተዳደራዊ

አስተዳደራዊ ያልሆነ

1.5 የትምህርት ደረጃዎ?

የመጀመሪያ ደረጃ ትምህርት

ዲግሎማ

ትምህርት ያልተከታተሉ

የሁለተኛ ደረጃ ትምህርት

ዲግሪ

1.6 የሚያገኙት የወር ደመወዝ?

ከብር 250 በታች

ከብር 851 1000 ብር

ከብር 251-600 ብር

ከብር 1000 በላይ

ከብር 601-850 ብር

2. በስራዎ ላይ ደስተኛ ነዎት?

አዎ

አይደለሁም

ለተራ ቁጥር 2 መልስዎ አዎ ከሆነ የሚከተሉትን ጥያቄዎች ይመልሱ

2.1 በዚህ አካባቢ ለመኖር ከሚያስፈልግዎት ወጪ ደመወዝዎን ሲያዩት ወይም ሲያነጻጽሩት እንዴት ያዩታል?

በቂ ነው

በቂ አይደለም

ሀሳብ የለኝም

በጣም በቂ ነው

በጣም በቂ አይደለም

2.2 ከሚሰሩት ሥራ ጋር የሚያገኙትን ክፍያ ሲያነጻጽሩት

በቂ ነው

በቂ አይደለም

ሀሳብ የለኝም

በጣም በቂ ነው

በጣም በቂ አይደለም

2.3 የሚከፈልዎት ክፍያ ጠንክረው እንዲሰሩ ያበረታታል?

እስማማለሁ

አልስማማም

ሀሳብ የለኝም

በጣም እስማማለሁ

በጣም አልስማማም

3. በሚሰሩት የሥራ አይነት ደስተኛ ነዎት?

አዎ

አይደለሁም

ለተራ ቁጥር 3 አዎ ከሆነ መልስዎ የሚከተሉትን ጥያቄዎች ይመልሱ

*Handwritten signature*





5.4 የዚህ ፋብሪካ አላማ የእኔ አላማ መሆኑን በሚገባ ተገንዝቤያለሁ።

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

5.5 ስለዚህ ፋብሪካ ታላቅነት ስናገር ታላቅ ኩራት ይሰማኛል

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

5.6 ይህ ፋብሪካ የስራ አፈጻጸሜን ጥራት ለማላቅ በተለየ ሁኔታ ይንቀሳቀሳል

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

5.7 የዚህን ፋብሪካ ጥሩ ስም ለመጠበቅ እጥራለሁ

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

6. በፋብሪካው ውስጥ የሠራተኛ እኩልነት አለ?

አዎን  የለም

ለተራ ቁጥር 6 አዎን ከሆነ መልስዎ የሚከተሉትን ጥያቄዎች ይመልሱ

6.1 የምጠብቀውን የሥራ አፈጻጸም ግምገማ ውጤት አገኛለሁ።

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

6.2 በፋብሪካው የሚደረገው የሥራ አፈጻጸም ግምገማ ውጤት የእኔን የሥራ አፈጻጸም ጥራት ያንፀባርቃል

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

6.3 የእኔን የስራ አፈጻጸም ጥራት ለማየት በፋብሪካው ውስጥ የተደረገው ግምገማ እና ገለልተኛ አካላት ያካሄደው ግምገማ ተመሳሳይነት አለው

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

6.4 በፋብሪካው የሚደረገውን የሥራ አፈጻጸም ግምገማ ትክክለኛነቱን አምኜ እቀበላለሁ

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		

7. በፋብሪካው ውስጥ ያለውን ህግና ደንብ ይቀበሉታል?

አዎን  አልቀበለውም

ለተራ ቁጥር 7 አዎን ከሆነ መልስዎ የሚከተሉትን ጥያቄዎች ቢመልሱ

7.1 የስራ አፈጻጸም ጥራት ግምገማ ለማካሄድ ፋብሪካው የሚከተለው ህግና ደንብ ትክክለኛ ነው

እስማማለሁ	<input type="checkbox"/>	አልስማማም	<input type="checkbox"/>	ሀሳብ የለኝም	<input type="checkbox"/>
በጣም እስማማለሁ	<input type="checkbox"/>	በጣም አልስማማም	<input type="checkbox"/>		







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