

# Assessing the Effect of Perceived Organizational Support on Turnover Intention-University of Gondar, Ethiopia

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**Abstract:** *This study was designed as descriptive and analysis research with the intent to assessing the effect of perceived organizational support on turnover intention, University of Gondar, Ethiopia. The study carried out at college of medicine and health sciences in Gondar with the aggregate population of 925 academic staff. In the total of 925 academic staff, 268 were selected as sample population by proportionate stratified simple random sampling technique. The study used both primary and secondary data sources. In the descriptive statistics, frequency, percentage tables, reliability test, Pearson correlation, t-test, ANOVA and multiple regressions analyses were used. The collected data were analyzed by SPSS software version 16.00. The key findings of research represented the socio-economic backgrounds of the respondents were significantly unaffected the turnover intention. The overall Mean and SD indicated low satisfaction on organizational reward, supervisory support. The career development opportunities and decision making involvement revealed moderate satisfaction and turnover intention of employees stated the moderate but very close to acute perception. There was insignificant relationship found in correlation analysis between organizational support variables and turnover intention. The 'T' test analysis revealed the insignificant relationship between gender and turnover intention. The One way ANOVA study exposed the insignificant relationship between other demographic variables and turnover intention. The results of multiple regression investigations represented the organizational reward became the most prominent effect and dominant factor on turn over intention of employees.*

**Keywords:** Perceived organizational support, turnover intention, supervisory support, decision making involvement, organizational reward

## 1. Introduction

Today employees are considered most essential resource and it boasts unique features than other factors of production in both manufacturing and service based sectors. Retaining existing workers enables the organization to be successful. Employees are considered as one of the invaluable assets for most organisations. In particular service-based companies, the delivering efficient services ensured successful performances, Evans et al., (2003).

The Eisenberger et al., (1990), Maertz et al., (2007), stated in a study that the organizational support was very imperative to retain the existing staff members and persuade potential candidates. It causes confident feelings towards the organizations, strengthening relationship between the employer and employees and generate obligation to repay the company. According to Smith and Kendall and Huhn (1969), the satisfied workforce was displayed optimistic attitude and achieves affirmative results for their concern as well to their jobs. The Perceive Organizational Support (POS) defined as employees' global beliefs concerning the extent to which organization values their contributions and cares well-being. The human resource policies widely explained about the POS to understanding employees' behavior and attitudes and strategy to influence on turnover ideas. In Ethiopia, the turnover desire comprised of thinking of leaving, intentions to search and resign jobs, Mobley et al., (1978). The organizations had to be very conscious about turnover plans of employees and taken proactive measures to control the substantial turnover.

The turnover remained a mounting concern to the organizations because it escalated the costs and detrimental impact on productivity, Lucas, (1984). The increasing turnover ratio produced significant impact on the cost and productivity but the organizations focused less action and attention thereon. The employees represented the most enormous resource and played important role in growth and development, and their involvement and commitment making organization more competitive and successful, Roodt et al., (2002). Even though turnover presented a severe and catastrophic precious problem but less attention was taken to prevent by organizations. The distrust of employees became the primary reason for leaving the organizations, Jenkins S., (1988). The turnover intentions causes many direct costs and various indirect losses to the organizations, they were reduced morale, increased pressure among the remaining staff, work overload, and mislay of social capital, Hussain and Asif, (2012).

The more leading academic institutions are responsible for disseminating education to millions of students every year. The great employees' turnover in the educational institutions was caused increasing cost, lowers productivity, morale and quality of education, students' knowledge and better future. The staff turnover rates were relatively high-level compared to mature economies, Leininger, (2007). The costs associated with turnover were significant like losing productive employees, finance for recruitment, training and replacements. Therefore, it is essential to establish an effective employee's retention mechanism to reduce the expenses of turnover, Maertz et al., (2007).

In Ethiopia, the high labor turnover in educational sectors was caused problems. The outlay of human resource, reduced productivity and morale, quality delivery of education are tend to get worse if turnover is undealt properly, Flippo, (1980). The University of Gondar is equally not an exception from these problems. The organizations have to assess contradictory facts regarding causes of turnover problems to retain the employees for long period of time. The research had offered an insight for the fruitful management of employee turnover.

### 1.1 Objective of the Study

The key objective of the study was to analyze the effect of perceived organizational support on turnover intention of employees in University of Gondar, Ethiopia.

## 2. Review of Literature

The several research literatures had been reviewed and presented elaborately about the perceived organizational support and turnover intentions of employees and their antecedents in the subsequent paragraphs.

### 2.1 Perceived Organizational Support

Organizational support theory (OST) suggested that employees form expectancies of support based on how organization values their contributions and express concern for well-being, Eisenberger et al., (1986), Narang & Singh, (2012).

The perceived organizational support (POS) also defined the negative relationship between narcissism and job-related attitudes through access relevant resources at work, instrumental support in the form of organizational policies. A supportive work environment used to reduce work demands by sharing over tasks assigned to coworkers and help to conserve remaining resources, Ray & Miller, (1994). According to Rhoades & Eisenberger (2002), the supportive work Environment indicated the employees' value and resource accumulation by its direct impact on sense of self-worth, satisfaction and fundamental human need for belongingness, Rhoades & Eisenberger, (2002). The socio-emotional resources support to increase or replenish self-esteem and sense of belongingness to neutralize potentially the narcissism demands.

The efficiency of individuals was important determinant of success of a company, Greiner, Rizwan, (2014). The employees' productiveness represented a key to get maximum benefit in the long term, Ahearne et al., (2010). The turnover was one of the leading factors affecting the output of an organization, Tracey & Hinkin, (2008). The Dawley et al., (2010), stated in their study that POS was considered as strongest predictors of turnover intention. The fairness in rewards, job conditions, supervisor and co-worker support reminded as the four essential aspects for increasing perceived organizational support of employees, Rhoades & Eisenberger, (2002), Hayton et al., (2012).

### 2.2 Turnover intention of employees

The employee turnover intention was affected and caused to decrease the productivity level of an Organization, Ghosh et al., (2011). Turnover endured a condition to desire an employee to leave from the company and replaced by another employee in a certain period, Kaur, Mohindru & Pankaj, (2013). According to Firth et al., (2004), the turnover desire was considered as a valid indicator of substantial turnover. A study conducted by Kaur et al., (2013), stated that turnover intention was the most reliable predictor of turnover and this behavior was called voluntary turnover, Kaur et al., (2013). There was a link between perceived organizational support and the turnover intention, Allen, Shore, & Griffeth, (2003), Dawley et al., (2010), Eisenberger et al., (1990), Rhoades & Eisenberger, (2002). The satisfied employees expressed favorable attitude and achieved desired results by generate creative ideas, more involvement in decision making and satisfaction on their jobs, Kivimaki et al., (1994). The employees' turnover caused immense direct expenses in an organization including selection, training and development of personnel, Stallworth, (2003). The turnover intention caused significant impact on both direct cost and various indirect losses to the organizations like reduced morale, increased pressure among the remaining staff, work overload and loss of social capital, Hussain and Asif, (2012).

### 2.3 Antecedents of Perceived Organizational Support

Typically the organizations adopted and exercised several mechanisms to gain employees trust through obvious exhibition of their cares, recognizing and respecting values and contributions. The Perceived Organizational Support included diverse backgrounds, and they had been briefly presented in the following paragraphs.

### 2.4 Pay Level Satisfaction

The perceived organizational support consisted of various variables like pay level, procedural and distributive justice and rewards. The satisfied pay level of employees reminded as vital factor among all variables of POS. The favorable rewarding system indicated the employees' values and their contributions in the organization, Eisenberger et al., (1986), Eisenberger, Rhoades, & Cameron, (1999). The Shore and Tetrick (1991), stated in their study that POS considered as an effective relationship between employee satisfaction and pay level.

### 2.5 Career Development Opportunities

The employees' career development and personal growth opportunities in an organization can create a strong and enhanced belief on POS followed by physiological needs. The study conducted by Eisenberger et al., (1999), indicated that opportunities for recognition and promotion demonstrated direct association with POS. The Rhoades and Eisenberger (2002), suggested that providing potential career development opportunities like training, promotions and recognition implied a high-level concern to the employees. According to Wayne et al., (1997), the developmental experiences and promotions both had

significant and precise impact on employees' perceptions on organizational support. A beneficial relationship was discovered in between career development and perceived support from the organization, Meyer and Smith, (2000).

## 2.6 Supervisory Support

A general notion developed among the employees that the way in which their supervisors care their subordinates well-being, value and contributions in the organization called perceived supervisor support, Maertz, (2007). The Perceived supervisor support had significant relation to organizational outcomes like employee turnover and turnover intentions, Eisenberger et al., (2002), Maertz et al., (2007). A significant and certain relationship was detected in between PSS and POS in organizations, Eisenberger et al., (2002). The supervisors were responsible for directing and evaluating subordinates performances and indicated the organizational support in the organization, Eisenberger et al., (1986). The perceived supervisor support with POS was strengthened and influenced the management views towards their employees, Eisenberger et al., (2002). Sometimes the perceived supervisory support caused an effect on organizational outcomes like affective commitment and employees' turnover intentions and they were fully mediated by POS. The Eisenberger et al., (2002), Rhoades et al., (2001), Maertz et al. (2007), expressed in their study that perceived supervisory support produced direct effects on turnover intentions as well as mediated effects through POS.

## 2.7 Decision Making Involvement

The employee voice regarding decision making process and their part were very imperative but many organizations refused such opportunities and led to failure of the organizations, Lucas *et al.*, (1984). According to Towers Perrin (2003), stated that freedom to employees to develop their job related decision encouraged to performing their job well. The employees were greatly underutilized at their work place by not providing opportunity to involve in work related decisions, Robinson, (2008). The employees' involvements in decision making process were restricted and limited power given by the management.

## 2.8 Antecedents of Turnover Intentions

There was a difference between the desire to leave and intent to quit, Mobley, (1977). The Mowday et al., (1982), stated that an employee intention to leave could directly influence his decision even no other job opportunities and indirectly preferred to search for modern alternatives. According to Mobley (1979), the relationship between turnover intentions and turnover is consistent and stronger than the satisfaction and turnover relationship. The perceived opportunities were associated with intentions to leave but not actual turnover, Kirschenbaum & Mano-Negrin, (1999).

## 2.9 Personal Variables

The demographic variables were performed extensive role in turnover intentions and they received much attention. The Tepeci and Barlett, (2002), discovered a certain relationship

between age and turnover intentions. The age and tenure were closely associated with voluntary job turnovers in the organizations, Mor Barak, M. E. et al., (2001). The young and short-term employees were likely to relinquish the jobs more than elder and long term employees, Cotton & Tuttle, (1986), Mobley et al., (1979). According to Royalty, (1998), the gender had influence on turnover intentions and the actual turnover and the level of education women employees were less likely to change jobs. The Kim, (2017), Tepeci & Barlett, (2002), expressed in their study that organizational tenure (length of time period) produced a negative relationship between tenure and turnover intentions. The higher educational qualification employees were more likely to express turnover intention than lower qualification employees. The Lambert et al., (2001), study revealed that the married employees were less likely to leave the organization than singles, Bluedorn, (1982),

## 2.10 Job-Related Variables

### 2.10.1 Job Satisfaction

The overall job satisfaction modestly predicted turnover, Griffeth et al., (2000). The Boxall, (2003), stated that employees were leaving organization seeking more attractive work. Therefore, it was broadly accepted that the effect of job satisfaction on turnover less than that of organizational commitment.

### 2.10.2 The link between Satisfaction and Commitment

The numerous studies had recognized the relationship between satisfaction, organizational commitment and turnover. According to Lum, (1998), the organizational commitment experienced most significant and direct impact on the intention to quit the job while job satisfaction had only indirect influence. There was a deep causal links between stress and satisfaction i.e. higher stress leads to lower satisfaction and satisfaction and commitment i.e. lower satisfaction leads to lower commitment. The Elangovan, (2001), expressed that there was a reciprocal relationship between commitment and turnover intentions that lower commitment leads to greater intentions to quit, more substantially lowers commitment. The job-related variables were predictors of turnover intentions such as job stress like role overload, conflict, ambiguity, resources inadequacy, work autonomy, and task variety.

## 2.11 Organizational Variables

The organizational variables performing vital role in determining turnover intentions like organizational justice (distributive and procedural), pay, promotion, career advancement, supervisor and co-worker relations, and organizational support. The employees' belief in procedural justice contributed significant level in POS, Moorman et al., (1998). The Wayne et al., (2002) expressed that the procedural and distributive justice perceptions were positively related in POS. A research study conducted by Rhoades et al., (2001), found that favorable organizational rewards and procedural justice were important antecedents of POS. The Procedural justice was perceived fairness of means used to determine the amount of reward, Folger & Cropanzano, (1998). The distributive justice represented the perception of employees' outcomes they received according

to their evaluations and end state of allocation process like pay, benefits, or promotion, Folger and Cropanzano, (1998). The distributive justice had a significant and direct negative impact on turnover intentions, Aryee and Chay, (2001), Iverson, (1999). The allocation of unfair and inequitable compensation had an effective influence on employees' turnover intentions, Milkovich and Newman, (1999). The perception of employees regarding equitable treatment in allocating rewards showed higher job affection, displayed more substantial organizational commitment, and experienced lower turnover intentions, Folger & Konovsky, (1989). The HRM practice consisted of the performance appraisal system and that was related to procedural justice, Aryee & Chay, (2001), Khatri et al., (2001), Samad, (2006), Delery and Doty (1996). The performance appraisal systems considered as influencing factor for employees' turnover intentions, Erdogan, (2002).

### 3. Methodology

The study was designed as descriptive and analysis research with intend to investigate the relationship between perceived organizational support and turnover intention in University of Gondar, Ethiopia.

#### 3.1 Profile of the study area

The University of Gondar remains the oldest training center in the country located at 727 km away from the northern part

of Ethiopia capital. The university was legitimately established in 1954, as public health and training center (PHC&TC) and got autonomous status as collage of medicine and health sciences in 2004.

#### 3.2 Sample population of the study

The sample size of the study was determined based on the Krejcie and Morgan formula (1970), i.e.  $S = X^2 NP(1 - P) / d^2 (N - 1) + X^2 P(1 - P)$ . Where S= sample size,  $X^2$  = Chi-square table value at 1% degree of freedom, N= the population size, P= the population proportion assumed 0.05 and d= degree of accuracy expressed as proportion 0.05. The university consisted of aggregate population of 925 academic staff and the sample size was determined as 268 respondents which represented 29% sample proportion in the aggregate population.

#### 3.3 Sampling method and Techniques

The probability sampling method was employed in the study and the total population was stratified according to the faculties in the Gondar University. The proportionate stratified simple random sampling technique employed, and samples were extracted from each stratum randomly. The total and sample size population was presented in detail below table.

**Table 1: Sampling Population**

S.No	Faculties in Gondar University	Total population	Sample population	percentage
1	Faculty of Business and Economics (FBE)	119	35	13.06
2	Faculty of Natural and Computational Science (FNCS)	187	54	20.15
3	Faculty of Social Science and Humanity (FSSH)	141	40	14.93
4	Faculty of Agriculture (FA)	6	2	0.75
5	College of Medicine and Health Science (CMHS)	366	106	39.55
6	School of Law (SL)	35	10	3.73
7	Engineering (Eng)	21	6	2.24
8	School of Education (SEdu)	2	1	0.37
9	Faculty of Veterinary Medicine (FVM)	48	14	5.22
	Total	925	268	100.00

Source: five year strategic plan of UOG bulletin

#### 3.4 Data collection

The study was quantitative research and both primary and secondary information were employed. The primary data gathered through structured and self administered questionnaires and secondary information from various published documents including the policy manual of the university specific to employees' issues and other published and unpublished journals.

#### 3.5 Data Analysis

A seven points Likert scale was used to identify the level of agreement of respondents from strongly disagree (0) to strongly agree (6). The questionnaire was prepared in two sections, the first part dealt with demographic profiles of the respondents and second one concerned with level of perceived organizational support and turnover intentions of employees. The collected data were analyzed in descriptive statistics like frequency, percentage and cumulative

percentage tables, reliability, ANOVA and 'T' test, Pearson's correlation and multiple regressions analyses. The collected data were analyzed properly through SPSS software version 16.0.

### 4. Results and Discussion

The descriptive analyses were presented regarding the effect of perceived organizational support on turnover intention of employees in Gondar University, Ethiopia. In the total of 268 sets of questions, the researcher distributed completely all sets of survey forms in which 203 (75.75%) were duly filled and returned by the respondents presented clearly in the below table.

**Table 2: Distribution of the questionnaires**

Distribution of questionnaires	Frequency	Percentage
Questionnaires returned	203	75.75
Questionnaires unreturned	65	24.25
Total	268	100.00

4.1 Reliability analysis

The turnover intention of employees was measured by empirical evaluation and the individuals who were persuaded to leave the university. The instruments reliability and internal consistency were measured by Cronbach's alpha test. The prescribed standard of Cronbach alpha test value is 0.70 and all instrument values were above the level. Therefore, it was considered as good reliability revealed in the below table.

Table 3: Reliability Analysis

	Variable name	No of items	Cronbach's alpha
1	Decision Making Involvement	15	0.743
2	Supervisory Support	7	0.783
3	Organizational Reward	8	0.877
4	Career Development	5	0.779
5	Turnover Intention	5	0.783

4.2 Demographic profile of the respondents

In the descriptive analysis, the various demographic profiles of respondents were analyzed and presented through appropriate tables like Gender, Age, educational Qualification and years of work experience in the university.

Table 4: Socio economic profile of the respondents

Demographic Information	Frequency	Percentage
<b>1. Gender of the respondents</b>		
Female	30	14.80
Male	173	85.20
Total	203	100.00
<b>2. Age of respondents</b>		
20-29	106	52.20
30-39	77	37.90
40-49	16	7.90
50-59	2	1.00
Above 60	2	1.00
Total	203	100.00
<b>3. Qualification of the respondents</b>		
First degree	99	48.80
Masters degree	95	46.80
Doctorate degree	7	3.40

Other categories	2	1.00
Total	203	100.00
<b>4. Work experience of respondents</b>		
less than one year	25	12.30
1-3 years	96	47.30
4-6 years	55	27.10
above 6 years	27	13.30
Total	203	100.00

Source: Primary source

The preceding table presented the socio economic background of the respondents' according to that 173 (85.2%) respondents were males while 30 (14.8%) female academic staffs. Therefore, majority of the respondents were male in the university. In the total of 203 respondents, 77 (37.9%) were in the age group in between 20-29, followed by 106 (52.2%) had fallen in 30-39 age group, 16 (7.9%) were coming under 40-49 and remaining 2 (1%) were in 50-59 and above 60 age groups were 2 (1%). This showed clearly that majority of the respondents were in the age group of 20-29. As far as the academic qualifications of the respondents concerned 99 (48.8%) possessed first degree while 95 (46.8%) belonged masters degree, 7 (3.4%) hold PhD degree and rest 2 (1%) had other degree qualifications. From this majority of the respondents had belonged to first degree holders in the university. Finally, the work experience of the respondents revealed that 25 (12.3%) had less than one year experience followed by 96 (47.3%) were 1-3 years, 55 (27.1%) had 4-6 years and remaining 27 (13.3%) had more than 6 years work experience in the university. Hence, majority of the respondents were having 1-3 years work experience in the university.

4.3 Mean and S.D for perceived organizational support

The Mean and S.D analyses were presented regarding the perceived organizational support. According to Zedatol (2008), the Mean scores above 3.80 was considered as high, in between 3.40 to 3.79 moderate and below 3.39 as low perceptions. Each variable was examined in detail and mean and corresponding S.D values of each item were presented in the subsequent tables.

Table 5: Perceptions of Employees towards Decision Making Involvement

The Mean and S.D Results for Decision making involvement		
Variables	Mean	S.D
Freedom to express opinions on decision making by superiors	3.182	1.629
Encouragement to offer opinions at work place	3.665	1.606
Opportunity to involve decision making or opinions regarding institutional issues	2.985	1.806
Satisfactory response from the management regarding the staffs opinions and involvement of decision making	2.542	1.735
Consideration of employees needs at work in decision making	2.742	1.824
Providing convenient feeling to offer staffs opinions to supervisors while affecting at work place	3.182	1.727
Do the staff actively work can involved in setting the policies of the institution?	2.675	1.781
Do you believe the quality of decisions improved while increasing workers participation more in decisions making?	4.882	1.441
Is decision making to tend to make to feel better the staff themselves?	4.931	1.315
Does the decision making participation cause the individual to feel they are essential part of operating the organization?	4.867	1.338
Does the decision making participation make the individuals feel more that they are part of the team?	4.783	1.453
Do every one receive chance to participate in decision making while affecting them in work related issues?	4.394	1.627
I allow freedom to carry out my own decision regarding what is to be done in work.	3.956	1.618
Do the staffs own decisions are not subject to review?	2.798	1.750
I have my own boss for almost every work related situation.	3.384	1.799
Total mean	3.678	0.806

According to the preceding table the overall Mean and S.D (M= 3.678, S.D 0.806) represented the moderate perception of respondents about the participation of decision making in the university.

The highest mean scores were represented the moral perceptions of respondents they were as follows, the decision making made feel better the staffs themselves (M=4.931, SD = 1.315), the quality of decisions improved while increasing the participation in decision making by staffs (M = 4.882, SD = 1.441), the decision making participation made feel that staffs playing an important role in institutional running (M=4.867, S.D=1.338), the participation of decision making made feel that a part of the team (M=4.783, SD =1.453), the chance to get decision making participation while affected the staff members (M=4.394, SD=1.627), the staffs made own decisions regarding their work (M=3.956, SD=1.618).

The moderate perception was indicated the medium perceptions of respondents that encouraging to offer the opinions at work place (M=3.665, SD=1.606). The rest of the statements revealed the low perceptions of the respondents that for all work related issues the staffs had their own boss (M=3.384, SD=1.799), freedom to offering opinions to staffs by supervisors (M=3.182,SD=1.727), providing comfortable feeling to offer opinions while affecting staffs at work place to supervisor (M=3.182, SD=1.629), the opportunity to involve in decision making or opinions regarding institutional issues (M=2.985, SD=1.806), the staffs own decisions were not subject to review (M=2.798, SD=1.750), consideration of employees needs at work place in decision making (M=2.742,SD=1.824), the active workers can involve in framing institutional policy (M=2.675,SD=1.781) and satisfactory response from the management regarding staffs opinions and involvement in decision making (M=2.542, SD=1.735).

**Table 6:** Perception of Employees towards Supervisory Support

Variables	Mean	S.D
The supervisor often encourages the staffs to think the better ways	3.355	1.460
The supervisor often encourages the staffs to do the jobs in an innovative ways than before	3.207	1.488
The supervisor often encourages the staffs to perform their jobs well manner	3.182	1.727
The supervisor often blames others anything went wrong which are impossible	3.320	1.623
The supervisors properly recognize the potentials of the staffs	3.557	1.629
Despite the formal authority the supervisors save the staffs at his/her own risks	2.827	1.457
The staffs have effective work relationship with the their supervisors	3.724	1.295
Total	3.393	1.027

According to the preceding table, the overall Mean and S.D (M= 3.393, S.D 1.027) represented the low perception of respondents about the supervisory support in the university.

The moderate mean scores were represented the moderate perceptions of respondents. They were as follows, the staffs

had effective working relationship with their supervisors (M=3.724, SD=1.295) and supervisors recognized well the staffs potentials (M=3.557, SD=1.629).

The remaining all statements showed the low level perceptions of respondents that the supervisor often encouraged the employees to think better ways (M=3.355, SD=1.460), the supervisors often blame others anything went wrong which are impossible (M=3.320, SD=1.623), the supervisor often encouraged the staffs to do the jobs in an innovative ways than before (M=3.207, S.D=1.488), the supervisors often encouraged to perform the job well (M=3.182, SD=1.727) and the supervisors save the staffs at their own risks in spite of a formal authority (M=2.872, SD=1.457).

**Table 7:** Employees Perception towards Organizational Reward

Variables	Mean	S.D
The university offered fair rewards to the responsible staffs	2.803	1.599
The university fairly rewarded the staffs according to their education and training qualifications	2.798	1.546
The university fairly rewarded according to the staffs efforts and efficiency	2.640	1.593
The university fairly rewarded according to the staffs stress and strains on their jobs	2.655	1.688
The university fairly rewarded the staffs according to their well performance	2.719	1.652
The supervisors made decisions on jobs without any bias	3.094	1.594
The supervisors made all job decisions after hearing properly the concerns of all staffs	3.172	1.690
The supervisor make decisions based on gathered accurate and complete information	3.148	1.842
Total	2.879	1.212

According to the previous table the overall Mean and S.D (M= 2.879, S.D 1.212) represented the low perception of respondents about the organizational rewards in the university.

The mean scores of all statements indicated below 3.40. Therefore, there was a low perception prevailed among the respondents regarding the organizational reward system.

**Table 8:** Perception of Employees towards Career Development

Variables	Mean	S.D
The personal growth and career development opportunity is satisfactory	3.626	1.427
The assigned jobs have provided the opportunity to develop the staffs talents	4.177	1.700
The university provides good educational opportunity than other universities	3.039	1.824
The university offered on the job training to new staffs adequately	2.961	1.582
The university offered the new staffs get adequate orientation to settle down well	2.754	1.700
Total	3.311	1.203

According to the above table the overall Mean and S.D (M= 3.311, S.D 1.203) represented the low perception of

respondents about the employees career development in the university.

The high mean score indicated the highest perception of respondents regarding career development opportunity in the university. They were as follows, the assigned jobs in the university provided good opportunity to develop the talents of the staffs (M=4.177, S.D=1.700) and the personal growth. The career development opportunity in the university were satisfactory (M=3.626, S.D=1.427) indicated the moderate perception among the employees.

The low mean scores indicated the low perceptions of respondents about the career development opportunity in the university. They were presented as follows, the university provided good educational opportunity than other universities (M=3.039, S.D=1.824), followed by the university offered on the job training to the new staffs adequately (M=2.961, SD=1.582) and the university offered orientation to the new staffs to settle down well (M=2.754, SD=1.700).

**Table 9: Employee Turnover Intention**

Variables	Mean	S.D
I will quit this university as soon as find a better job	4.458	1.741
I often think over to quit my job	3.911	1.633
I would prefer to leave this university, if I have other free choices.	4.024	1.716
I will seriously looking for new job in the next year	3.626	1.785
I would like to leave next year from this university	2.793	1.731
Total	3.763	1.260

According to the above table the overall Mean and S.D (M=3.763, S.D 1.260) represented the moderate but very closer to high perception (M=3.80) of respondents about the turnover intention of employees in the university.

The high mean scores indicated the high perception of respondents regarding turnover intentions in the university. They were presented properly that employees prefer to quit the university as soon as find other better jobs (M=4.458, S.D=1.741) and when employees have more other choices they would prefer to leave this university (M=4.024, S.D=1.716), the employees often think over to quit their present job (M=3.911, S.D=1.633). The following statements were exposed the moderate perceptions about turnover intentions through mean scores. They were as follows, employees looking for new jobs in the next year (M=3.626, S.D= 1.785) and remaining statement showed a low perception that employees would like to leave this university soon (M=2.793, S.D=1.73).

**4.4 Correlation Analyses**

In the descriptive statistics, the Pearson’s correlation coefficient was employed to analyse the relationship between perceived organizational support and turnover intention of employees of the university. The independent variables of the study were decision making involvement, supervisory support, organizational reward and career development and dependent variable was turnover intention.

According to Hair, J. F. Jr., Money, et.al (2007), the coefficient ranges were presented in the below table.

**Table 10: Coefficient Range**

Coefficient Range	Description
±0.91 to ±1.00	Very strong
±0.71 to ±0.90	High
±0.41 to ±0.70	Moderate
±0.21 to ±0.40	Small but definite relationship
±0.00 to ±0.20	Slight, almost negligible

**4.4.1The relationship between POS and Turnover Intention**

The correlation coefficient analyses conducted to examine the relationship between independent and dependent variable were presented clearly in the below table.

**Table 11: Relationship between antecedents of POS and turnover intention**

Independent variables	Pearson Correlation (r)	Level of significance (P)
Decision making involvement	0.072	0.305
Supervisory support	-0.046	0.117
Organizational reward	-0.235**	0.001
Career development	-0.110	0.515

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

From the preceding table except organizational reward there were no significant relationships observed between decision making involvement, supervisory support, career development and turnover intention.

According to the results, there was no significant relationship found between decision making involvement (r=0.072, P=0.305 P>0.05), supervisory support (r=-0.046, P=0.117, P>0.05), career development (r=-0.110, P=0.515, P>0.05). The organizational reward ‘r’ and ‘P’ values (r= -0.235, P=0.001, P<0.01) showed that there was a low negative relationship with turnover intention. This indicated that when organizational reward decreases by one unit then turnover intention will increase the same one unit.

**4.5 ‘T’ test and ANOVA**

The T test and ANOVA analyses were employed to examine the relationship between the turnover intention and socio economic variables of the respondents.

**4.5.1 The Effect of Socio Economic Variables on Employee’s turnover intention**

The T test analysis used to investigate the relationship between turnover intention and gender of the respondents.

**Table 12: T test analysis**

	F	Sig.	t	df	Sig. (2-tailed)
Equal variances assumed	0.016	0.901	-1.27	201	0.206
Equal variances not assumed			-1.249	39.222	0.219

The previous table depicted the relationship between turnover intention and socio economic variables of the respondents. According to the result (F=0.016, P=0.206),

there was no significant relationship between turnover intention and gender of the respondents.

#### 4.6 One way ANOVA analyses

The One way ANOVA test were done to describe the relationship between turnover intention and other demographic variables of the respondents in the university. They were presented in the following tables with adequate interpretations.

##### 4.6.1 The relationship between age and turnover intention

**Table 13:** Relationship between age and turnover intention

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	18.106	25	0.724	1.303	0.164
Within Groups	98.367	177	0.556		
Total	116.473	202			

The preceding table revealed the relationship between turnover and age group of the respondents. According to the result derived in the table the value of 'F' and 'P' respectively (F=1.303, P=0.164). The results indicated there was no significant relationship between turnover intention and age group of the respondents in the university.

##### 4.6.2 The relationship between academic qualifications and turnover intention

**Table 14:** Relationship between turnover intention and qualification

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	11.478	25	0.459	1.262	0.193
Within Groups	64.374	177	0.364		
Total	75.852	202			

The above table showed clearly the relationship between turnover intention and academic qualifications of the respondents in the university. According to the table results the 'F' and 'P' values respectively (F=1.262, p=0.196). The result exhibited that there was no significant relationship between turnover intention and educational qualifications of the respondents in the university.

##### 4.6.3 The relationship between work experience and turnover intention

**Table 15:** Relationship between work experience and turnover intention

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.065	3	0.688	0.430	0.732
Within Groups	318.690	199	1.601		
Total	320.755	202			

The previous table revealed the relationship between years of service experience and turnover intention of the respondents in the university. The results showed clearly that the 'F' and 'P' values respectively (F=0.430, P=0.732) indicated the insignificant relationship between this two variables.

#### 4.7 Multiple regressions analyses

The Multiple regressions evaluations were applied to identify the dominant factor among the four perceived organizational support independent variables and investigate how dependant variable explained by the independent variables. The analyses were attempted to examine the more causal relationship with turnover intention of employees in the university.

**Table 16:** ANOVA Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	27.249	4	6.812	4.595	0.001 <sup>a</sup>
Residual	293.507	198	1.482		
Total	320.755	202			

- Predictors: (Constant), career development, decision making involvement, supervisory support, organizational reward
- Dependent variable: turnover intention

The above table result indicated that the F value 4.595 was statistically significant at 0.001 (P>0.01), therefore, the predictors (decision making involvement, supervisory support, organizational reward and career development) were significantly related to turnover intention.

**Table 17:** Regression analysis between POS and turnover intention

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.577	0.443		8.068	0.000
Decision making involvement	0.244	0.115	0.156	2.112	0.036
Supervisory support	0.097	0.103	0.079	0.940	0.348
Organizational reward	-0.329	0.090	-0.316	-3.661	0.000
Career development	-0.027	0.083	-0.026	-0.330	0.742

Dependent variable: turnover intention

The previous table summarizes the overall Beta values for each variable of perceived organizational support. According to the table results the Beta values for each variable respectively Decision making involvement (Beta=0.244, p<0.05), Supervisory support (Beta=0.097, p>0.05), Organizational reward (Beta=-0.329, p<0.01), and Career development (Beta=-0.027, p>0.05). Therefore, the organizational reward showed highest Beta value and it was most significant compared to other POS variables. Hence, the organizational reward caused severest effect on turn over intention of employees in the Gondar University, and it became the dominant and influencing factor for the turnover intentions.

#### 5. Summary of major findings

The major findings of the study had been highlighted as summary of conclusion in the following paragraphs,



### Socio economic background

The demographic profile of the respondents were concern most of the academic staffs were male (85.2%) than female. Majority of the staffs (52.2%) were in the age group of 20-29. The academic qualifications possessed by majority of the respondents were first degree (48.8%) followed by master degree in the university. The most of the respondents (47.3%) had 1-3 years length of service in the Gondar University.

### Mean and SD

The overall Mean and S.D analyses results of perception of respondents of each perceived organizational support were the participation of decision making in the university was moderate (M= 3.678, S.D 0.806). The low perceptions were revealed the supervisory support in the university (M= 3.393, S.D 1.027), the organizational rewards offered in the university (M= 2.879, S.D 1.212), the career development opportunities in the university (M= 3.311, S.D 1.203). The turnover intention of employees in the university indicated the moderate but very closer to acute perception (M= 3.763, S.D 1.260) near to (M=3.80).

### Correlation analyses

The correlation analysis discovered that there were no significant relationships between decision making involvement, supervisory support, career development and turnover intention. The organizational reward 'r' and 'P' values (r= -0.235, P=.001, P>0.01) showed a low negative relationship with turnover intention.

### 'T' test and ANOVA

The 'T' test analysis result (F=0.016, P=0.206), regarding gender and turnover intention revealed insignificant. The One way ANOVA analyses results between the age, qualifications and work experience and turnover intention of employees respectively (F=1.303, P=0.164), (F=1.262, p=0.196) and (F=0.430, P=0.732) found insignificant.

### Multiple regressions analyses

The regression analyses between the POS variables and turnover intention revealed the overall Beta values for each POS variable. The Beta values for each variable respectively Decision making involvement (Beta=0.244, p<0.05), Supervisory support (Beta=0.097, p>0.05), Organizational reward (Beta=-0.329, p<0.01), and Career development (Beta=-0.027, p>0.05). The organizational reward showed highest Beta value and it was considered most significant variable compared to other POS variables. Therefore, the organizational reward caused severest effect on turn over intention of employees, and it became the dominant influencing factor for the turnover intentions in the Gondar University.

## 6. Recommendations

Based on the preceding summary of conclusion, the following suggestions were forwarded to minimize the turnover intention of employees in the University of Gondar. They were presented below.

1) The university has to devise a strategy to develop the academic staffs to involve themselves in decision making and generously express their opinions without coercion,

afraid and hesitation. The management has to encourage the staffs to come up with innovative ideas to exchange in the decision making process at all levels because the results revealed there was a moderate perception towards decision making involvement of academic staffs in the university.

- 2) The management and supervisors support cause a significant impact on the employees turnover intentions. A cordial relationship between employees and supervisors will enhance loyalty and affective commitment among the staffs in the university. To minimize employees' turnover considerably an excellent relationship and open communications have to be encouraged and promote a deep link to practice applications to attain desired goals of the university. The university has to consider the reasonable demands of the employees and support them inside and outside work environment. Since the low perception of respondents about supervisors' support, it is absolutely essential to reduce the turnover intentions and retain the efficient and talented staffs in the university.
- 3) As far as the career development is concern the better Opportunities and career development are essential for the employees. To maintain sustainable competitive advantage, develop competencies and realize job responsibilities of the employees the career development opportunities have to establish and maintain properly in the university.
- 4) The attractive reward systems are occupying a vital role in reducing turnover intentions of employees. The university has to appreciate, recognize and provide good compensation according to the talents, skills and performances of staffs. The attractive financial and non financial compensations support to maintain and invite the potential candidates and reduce the turnover intentions of existing employees. The university has to revise the compensation system like increasing the overtime payments as per living standards of the staffs, appreciation certificates, best performer of the year awards, promotions, training programs, scholarships for higher studies and so on from time to time with the consultation of Ministry of Education officials.

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