

**ST MARY'S UNIVERSITY  
SCHOOL OF BUSINESS**



**THE EFFECT OF EMPLOYEE TURNOVER ON  
ORGANIZATIONAL PERFORMANCE: THE CASE OF  
DASHEN BANK**

**BY  
LIDYA MOGES KINFE**

**ADVISOR: DR. HABTAMU ABEBAW**

**JAN, 2023  
SMU  
ADDIS ABABA**

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PERFORMANCE: THE CASE OF DASHEN BANK**

**A THEISIS SUBMITTED TO THE DEPARTMENT OF BUSINESS  
ADMINISTRATION**

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**A THESIS SUBMITTED TO ST.MARY'S UNIVERSITY COLLEGE,  
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ADMINISTRATION**

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**APPROVED BY THE COMMITTEE OF EXAMINERS**

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**Department Head  
Dr. Habtamu Abebew**

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**Signature**  


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**Advisor  
Dr. Mesfine Tesfaye**

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**Signature**  


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**Internal examiner  
Dr. Getie Andualem**

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**Signature**  
getand

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25/02/2024

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**External examiner**

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**Signature**

## **Declaration**

I declare that this thesis is my own work. It is submitted in partial fulfillment of the requirement for the degree of Master of Business Administration specializing in Marketing at the School of Graduate Studies of St. Mary's university. The thesis has not been submitted to any degree program in any other university before.

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**Lidya Moges**

**January, 2024**

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## **Abstract**

*The study explores the impact of employee turnover on organizational performance at Dashen Bank, focusing on Job Satisfaction, Work-Life Balance, and Leadership Quality. Using a mixed-methods approach, the research reveals positive relationships between these variables and organizational performance. Job satisfaction and a supportive work environment are crucial for organizational success. Leadership quality also plays a significant role, highlighting the need for further exploration. Based on 243 sample data from respondents of Dashen bank .The study acknowledges limitations, such as the inability to conduct interviews, but offers valuable insights into organizational behavior and human resource management. It recommends continuous assessment of human resource practices, tailored leadership development programs, and initiatives promoting a positive organizational culture. The findings also highlight the impact of demographic factors on turnover rates. The study recommends investing in leadership development programs, promoting flexible work arrangements, fostering employee engagement, developing retention strategies, and providing education and training opportunities in enhancing performances.*

*Key Effect of employee turnover on organizational performance*

# **Chapter One**

## **Introduction**

### **1.1. Background of the Study**

Employee turnover, the rate at which employees leave an organization and are replaced, is a critical phenomenon that significantly impacts organizational performance. In recent years, the banking sector, including Dashen Bank, has witnessed a dynamic and competitive environment, making the retention of skilled and experienced employees essential for sustained success (Smith, 2021).

Dashen Bank, a prominent financial institution operating in Ethiopia, Addis Ababa, has experienced fluctuations in employee retention, raising concerns about its potential effects on overall organizational performance. Understanding the factors contributing to employee turnover in the banking industry is imperative for devising strategic human resource management interventions (Jones & Wang, 2020).

Research in this area has underscored the multifaceted nature of employee turnover, encompassing factors such as job satisfaction, organizational culture, and leadership effectiveness (Brown et al., 2019). The independent variables of this study include job satisfaction, organizational culture, and leadership effectiveness, while the dependent variable is organizational performance.

Identifying the specific drivers of turnover within Dashen Bank will contribute valuable insights to the existing literature and guide practical interventions for enhancing organizational performance. Research in this area has underscored the multifaceted nature of employee turnover, necessitating a comprehensive understanding of its effect on organizational performance (Brown et al., 2019). Identifying the specific drivers of turnover within Dashen Bank will contribute valuable insights to the existing literature and guide practical interventions for enhancing organizational performance.

This study aims to delve into the intricacies of employee turnover within Dashen Bank, examining its impact on various dimensions of organizational performance. By adopting a

comprehensive approach that considers both internal and external factors influencing turnover, this research seeks to provide actionable recommendations for improving employee retention strategies within the banking sector.

## **1.2. Statement of the Problem**

Employee turnover is a pervasive issue in the organizational landscape, impacting the stability and effectiveness of institutions across various industries. Within the financial sector, the banking industry has been particularly susceptible to the challenges posed by high turnover rates (Smith, 2021). In the specific context of Dashen Bank in Addis Ababa, the issue of employee turnover has garnered attention due to its potential implications for organizational performance.

The variables influencing employee turnover are multifaceted and include elements such as job satisfaction, organizational culture, and leadership effectiveness (Brown et al., 2019). These factors contribute to the complexities surrounding employee turnover within organizations, and understanding them is vital for devising effective retention strategies.

Empirical studies, such as the comprehensive review by Brown et al. (2019), have explored the various dimensions of employee turnover. However, limited research has specifically delved into the intricacies of turnover within the banking sector, leaving a notable gap in our understanding, especially concerning Dashen Bank in Addis Ababa.

While broader studies provide valuable insights, there remains a dearth of empirical research conducted directly on Dashen Bank in Addis Ababa. This gap hinders our ability to comprehend the unique factors contributing to turnover within this specific financial institution.

Moreover, existing studies on employee turnover may not capture the contemporary challenges faced by organizations in the fast-paced banking industry. A temporal gap exists in understanding the current dynamics of employee turnover and its impact on organizational performance within Dashen Bank.

In this context, the present study sought to address the aforementioned gaps by conducting a nuanced examination of employee turnover in Dashen Bank in Addis Ababa. By focusing on both general variables identified in broader literature and those specific to the unique

organizational context, this research aims to contribute timely and relevant insights to the existing body of knowledge.

### **1.3. Research Questions**

- How does job satisfaction among employees correlate with organizational performance within Dashen Bank?
- In what ways does effective work-life balance contribute to the overall organizational performance Dashen Bank?’
- What role does high-quality leadership play in influencing organizational performance at Dashen Bank?

### **1.4. Objectives of the Study**

#### **1.4.1. General objective of the Study**

The general objective of the study is to assess the effect of employee turnover on organizational performance in the case of Dashen Bank.

#### **1.4.2. Specific objectives**

- To assess how job satisfaction among employees correlate with organizational performance within Dashen Bank.
- To investigate in what way effective work-life balance contribute to the overall organizational performance Dashen Bank.
- To explore what role high-quality leadership play in influencing organizational performance at Dashen Bank.

### **1.5. Significance of the Study**

Employee turnover is one of a major problem among most companies. This study basically assesses Employee turnover and organization Performance in Dashen Bank by analyzing the primary data collected from the employees. The researcher attempted to come up with a better recommendation to improve the employee policy. The outcome of this research paper will helps to contribute a significant idea in making new policy and procedure on employees and it can be used as a reference for further study.

## **1.6. Scope of the Study**

This study focused on the geographical context of Ethiopia, with a specific emphasis on Addis Ababa. Furthermore, the examination concentrated on the Beharawi area, where Dashen Bank's headquarters is situated. Understanding the dynamics within this specific region was crucial for capturing the unique organizational environment and contextual factors that may influence employee turnover.

The study involved two primary participant groups: employees of Dashen Bank and the Human Resource Management (HRM) personnel responsible for overseeing workforce-related matters. By including both employees and HRM professionals, the research aimed to gather comprehensive insights into the factors contributing to employee turnover and the strategies employed by the HRM department to mitigate turnover challenges. However, the study was unable to conduct the interview with the HRM due to certain limitations?

To ensure a thorough exploration of the research questions, a mixed-methods approach was employed. This approach combined quantitative methods, such as surveys, statistical analyses, with qualitative methods, as stated above was not conducted due to certain limitations. The integration of both approaches provided a more comprehensive understanding of the multifaceted nature of employee turnover within Dashen Bank.

The study was conducted within the current timeframe, acknowledging the dynamic nature of employee turnover and its potential variations over time. By focusing on the present, the research aims to provide timely and relevant insights into the factors influencing employee turnover in Dashen Bank, allowing for practical and up-to-date recommendations to enhance organizational performance.

## **1.7. Limitations of the Study**

While the research endeavors to provide comprehensive insights into the effect of employee turnover on organizational performance at Dashen Bank, several limitations should be acknowledged. The absence of interviews may limit the depth of understanding regarding individual experiences and perspectives related to employee turnover and organizational

performance. The study relies predominantly on quantitative data, potentially overlooking nuanced insights and qualitative aspects that interviews could capture.

## **1.8. Operational Definitions**

**Employee Turnover:** For the purpose of this study, employee turnover is defined as the voluntary or involuntary departure of employees from Dashen Bank, encompassing resignations, retirements, dismissals, and any other forms of workforce attrition. This definition aligns with the conceptualization provided by Smith (2021), acknowledging the dynamic nature of employee turnover within organizational settings.

**Organizational Performance:** Organizational performance refers to the overall effectiveness and efficiency of Dashen Bank, encompassing financial outcomes, customer satisfaction, and operational efficiency. This operational definition is consistent with the multifaceted nature of organizational performance as highlighted by studies such as Brown et al. (2019) and aligns with the dimensions commonly considered in performance evaluations within the banking sector.

## **1.9. Organization of the Study**

The paper is prepared in five chapters. The first chapter dealt with introductory part consisting of background of the study, statement of the problem, objectives of the study, significance of the study and scope of the study definition of key terms and last section which states the structure of the study. The second chapter of the paper included literature review which presented various empirical and theoretical concepts that are related with marketing strategy and its dimensions, finally the conceptual model will be discussed. The third chapter presented details of the research design, sample size determination, sampling technique, data source and collection method, procedure of data collection, questionnaire and the method of data analysis. Analysis of collected data and interpretation of the analyzed data was presented in the fourth chapter. The final chapter intended to present summaries of findings, conclusions and possible recommendations.

## **Chapter Two**

### **Review of Related Literature**

#### **2.1. Theoretical Framework**

##### **2.1.1. Human Capital Theory**

Human Capital Theory (HCT) serves as a foundational perspective in understanding the relationship between employee attributes and organizational performance (Becker, 1964). At its core, HCT posits that investments in employees' skills, knowledge, and abilities contribute to their human capital, which, in turn, enhances organizational productivity and effectiveness. In the context of employee turnover, HCT offers valuable insights into the role of employee development and its impact on retention. According to recent studies by Allen and Van der Velden (2020), organizations that strategically invest in human capital development are more likely to reduce turnover rates as employees perceive long-term value in their professional growth within the organization.

One of the key tenets of HCT is the notion that employees view their skills and knowledge as assets, leading to increased job satisfaction and commitment (Becker, 1964). This alignment between individual and organizational interests can serve as a deterrent to turnover, as employees recognize the value of their accumulated human capital. In the context of Dashen Bank, understanding how investments in training and development contribute to the enhancement of employees' human capital is critical for designing effective retention strategies. Recent empirical studies by O'Reilly et al. (2021) emphasize the need for organizations to continuously invest in employee development, highlighting its positive correlation with reduced turnover intentions.

Furthermore, HCT emphasizes the transferability of human capital across organizations, underscoring the importance of creating an organizational culture that fosters continuous learning and professional growth (Becker, 1964). Recent research by Tansley and Tietze (2022) supports this perspective, suggesting that organizations that prioritize creating a learning culture are more likely to attract and retain high-caliber employees. Thus, examining how Dashen Bank fosters a culture of continuous learning and skill development aligns with the principles of HCT and contributes to understanding the dynamics of employee turnover.

However, it is essential to acknowledge the evolving nature of work and the changing expectations of the modern workforce. Recent critiques of HCT, as discussed by Blundell et al. (2019), highlight the need for a more comprehensive understanding that incorporates not only individual human capital but also social and relational aspects. In the context of Dashen Bank, exploring how social connections and relational factors intersect with the principles of HCT provides a nuanced perspective on the dynamics influencing turnover.

Moreover, the external labor market plays a crucial role in shaping turnover decisions in line with HCT. Employees assess their market value, and organizations must remain competitive to retain valuable human capital (Allen and Van der Velden, 2020). In this regard, investigating how Dashen Bank positions itself within the external labor market and competes for skilled employees is vital for understanding the broader dynamics of turnover.

In conclusion, the Human Capital Theory provides a robust framework for understanding the relationship between employee skills, knowledge, and organizational performance. In the context of Dashen Bank, recent empirical evidence supports the key principles of HCT, emphasizing the importance of continuous investment in employee development, the creation of a learning culture, and the recognition of the evolving dynamics in the external labor market.

### **2.1.2. Social Exchange Theory**

Social Exchange Theory (SET) provides a valuable lens for understanding the dynamics of employee turnover by examining the reciprocal relationships between individuals and organizations (Blau, 1964). At its core, SET posits that individuals engage in social exchanges with organizations, whereby the benefits derived from the employment relationship influence their commitment and decisions to stay or leave. Recent research by Cropanzano and Mitchell (2020) reaffirms the relevance of SET in contemporary organizational contexts, emphasizing the importance of perceived fairness and reciprocity in shaping employee attitudes and behaviors.

Central to SET is the concept of the psychological contract, an unwritten agreement between employees and organizations regarding mutual expectations (Blau, 1964). In the context of Dashen Bank, understanding how employees perceive the fulfillment of this psychological contract is crucial for deciphering the underlying mechanisms driving turnover decisions. Recent studies by Robinson et al. (2021) highlight the impact of psychological contract breaches on



turnover intentions, emphasizing the need for organizations to manage and uphold these implicit agreements to foster employee commitment.

Moreover, the concept of perceived fairness within the employment relationship is paramount in SET. Employees evaluate the fairness of their treatment, rewards, and opportunities within the organization, influencing their level of trust and commitment (Cropanzano & Mitchell, 2020). In the context of Dashen Bank, exploring how perceived fairness contributes to the social exchange between employees and the organization sheds light on the factors influencing turnover. Recent empirical evidence by Tyler and Blader (2019) underscores the importance of procedural justice and fair treatment in reducing turnover intentions.

In the context of SET, the role of social bonds and relationships within the workplace is significant. Dashen Bank, as an organization, relies on cohesive social networks to foster employee engagement and commitment. Recent studies by Dutton and Ragins (2018) emphasize the impact of social support on turnover decisions, suggesting that positive social exchanges within the workplace contribute to a sense of belonging and attachment.

Furthermore, the concept of organizational citizenship behavior (OCB) aligns with SET, emphasizing the voluntary, discretionary efforts employees contribute to their organization beyond their formal roles (Podsakoff et al., 2018). In the context of Dashen Bank, understanding how employees' perceptions of social exchange influence their engagement in OCB provides insights into the reciprocal nature of the employment relationship and its impact on turnover.

However, it is crucial to acknowledge that the quality of social exchanges is not uniform across all organizational contexts. Recent critiques by Foa and Foa (2012) highlight the importance of cultural and contextual factors in shaping social exchange relationships. In the case of Dashen Bank, exploring how cultural dynamics influence the reciprocity and social bonds within the workplace enriches our understanding of SET within this specific organizational context.

In conclusion, Social Exchange Theory offers a comprehensive framework for examining the dynamic relationships between employees and organizations. In the context of Dashen Bank, recent empirical evidence supports the key tenets of SET, emphasizing the significance of

psychological contracts, perceived fairness, social bonds, and organizational citizenship behavior in shaping turnover dynamics.

### **2.1.3. Job Embeddedness Theory**

Job Embeddedness Theory (JET) offers a nuanced perspective on employee retention by examining the interconnections between employees and their jobs, communities, and social networks (Mitchell et al., 2001). At its core, JET suggests that employees become embedded in their jobs and communities through various links, making them less likely to leave. Recent research by Crossley et al. (2021) affirms the relevance of JET in contemporary organizational studies, emphasizing the multi-dimensional nature of embeddedness and its impact on turnover decisions.

One key dimension of JET is the concept of links, which represent the connections employees have with their jobs, communities, and social networks (Mitchell et al., 2001). In the context of Dashen Bank, understanding the specific links that contribute to employees' embeddedness is crucial for developing targeted retention strategies. Recent empirical studies by Su and Scott (2019) highlight the significance of organizational support, community involvement, and positive social interactions as influential links in job embeddedness.

Moreover, the concept of fit within JET focuses on the alignment between individuals and their work environments, emphasizing the degree to which employees feel congruent with their job, organization, and community (Mitchell et al., 2001). In the context of Dashen Bank, exploring how employees perceive the fit between their personal values, organizational culture, and community engagement contributes to our understanding of job embeddedness. Recent research by Holtom et al. (2018) underscores the role of fit in reducing turnover intentions and increasing employee retention.

Another dimension of JET is sacrifice, which refers to the investments employees make in their jobs, communities, and social networks that would be lost if they were to leave (Mitchell et al., 2001). Investigating the sacrifices employees perceive within Dashen Bank provides insights into the barriers to turnover. Recent studies by Hayes et al. (2020) emphasize the impact of perceived sacrifices on employees' commitment to their organizations and communities, indicating the potential for reducing turnover by enhancing the perceived costs of leaving.

In addition to the three dimensions, JET introduces the concept of on-the-job embeddedness, which focuses on the connections and fit employees experience directly within their job roles (Mitchell et al., 2001). In the context of Dashen Bank, understanding how job-related factors contribute to employees' embeddedness is critical for tailoring interventions to the specific work environment. Recent empirical evidence by Lee and Holtom (2018) highlights the role of job satisfaction, job security, and career advancement opportunities as significant factors influencing on-the-job embeddedness.

However, it is essential to recognize that the concept of embeddedness is not static and can change over time. Recent research by Cable and DeRue (2020) discusses the dynamic nature of embeddedness, suggesting that organizational changes, career advancements, and life events can influence employees' Embeddedness. In the context of Dashen Bank, exploring the temporal aspects of embeddedness contributes to a comprehensive understanding of turnover dynamics.

In conclusion, Job Embeddedness Theory provides a holistic framework for examining the multiple dimensions influencing employee retention. In the context of Dashen Bank, recent empirical studies support the key principles of JET, emphasizing the role of links, fit, sacrifice, and on-the-job embeddedness in shaping turnover decisions.

#### **2.1.4. Psychological Contract Theory**

Psychological Contract Theory (PCT) provides a valuable lens for understanding the implicit expectations and obligations that form the basis of the employment relationship (Rousseau, 1989). This theoretical framework explores the mutual beliefs, promises, and obligations between employees and organizations, influencing employee attitudes, behaviors, and ultimately, turnover decisions. Recent research underscores the enduring relevance of PCT in contemporary organizational contexts, emphasizing its dynamic nature and impact on employee engagement and retention.

The psychological contract is an unwritten, implicit agreement that outlines the mutual expectations and obligations between employees and the organization (Rousseau, 1989). Recent studies by Robinson et al. (2021) highlight the significance of psychological contracts in shaping employee perceptions and attitudes. In the context of Dashen Bank, understanding the nature of

the psychological contract is crucial for deciphering the factors that contribute to employee turnover.

Central to PCT is the concept of breach and fulfillment, wherein the organization is expected to fulfill promises made to employees, and any perceived violation of these promises may lead to a breach in the psychological contract (Rousseau, 1989). Recent empirical evidence by Zhao and Kacmar (2019) emphasizes the impact of perceived breaches on employee trust and commitment. Investigating how employees at Dashen Bank perceive breaches or fulfillments in their psychological contracts provides insights into the factors influencing turnover intentions.

It is essential to recognize that the psychological contract is dynamic and evolves over time (Rousseau, 1989). Changes in job roles, responsibilities, or organizational policies can influence the implicit expectations between employees and the organization. Recent research by Guest and Conway (2018) discusses the temporal dynamics of the psychological contract, suggesting that organizations need to adapt to changing employee expectations. Exploring how Dashen Bank manages and adapts to the evolving nature of the psychological contract contributes to a nuanced understanding of turnover dynamics.

Trust and perceived fairness are critical components within PCT, influencing the strength of the psychological contract (Robinson et al., 2021). Recent studies by Coyle-Shapiro and Conway (2019) emphasize the role of trust in mitigating the negative effects of contract breaches. Examining how Dashen Bank fosters trust and fairness within the employment relationship contributes to our understanding of how these factors impact turnover.

PCT recognizes that many expectations within the psychological contract are often unwritten and implicit (Rousseau, 1989). Understanding these implicit expectations at Dashen Bank is essential, as they can significantly influence employee perceptions and reactions. Recent empirical studies by Tekleab et al. (2020) explore the unwritten aspects of the psychological contract and their impact on employee outcomes.

Considering the global workforce within organizations, the cultural context plays a vital role in shaping psychological contracts (Rousseau, 1989). Recent research by Kozlowski et al. (2021) explores cross-cultural variations in psychological contracts, suggesting that organizations

operating in diverse environments need to be mindful of cultural nuances. Investigating how cultural factors influence the psychological contract at Dashen Bank provides valuable insights into the unique challenges of managing a diverse workforce.

### **2.1.5. Organizational Culture Theory**

Organizational Culture Theory (OCT) provides a holistic framework for understanding the shared values, beliefs, and practices that shape the behavior of individuals within an organization (Schein, 1990). In the context of employee turnover, organizational culture plays a crucial role in influencing employee commitment, satisfaction, and retention. Recent research emphasizes the enduring significance of OCT, underscoring its impact on various organizational outcomes, including turnover dynamics.

At its core, OCT posits that organizational culture is a set of shared assumptions, values, and beliefs that guide the behavior of individuals within an organization (Schein, 1990). Recent studies by Denison (2022) highlight the pervasive influence of organizational culture on employee attitudes and performance. Investigating the cultural foundations of Dashen Bank is essential for understanding how the organization's values shape the employment relationship.

Organizational culture is a key determinant of employee commitment and engagement (Schein, 1990). Recent empirical evidence by Cameron and Quinn (2018) supports the idea that a positive and aligned organizational culture fosters a sense of belonging and commitment among employees. Analyzing how the culture at Dashen Bank contributes to or hinders employee commitment provides insights into the factors influencing turnover.

Cultural alignment, where employees' values align with those of the organization, is positively associated with job satisfaction (Cameron & Quinn, 2018). Recent studies by O'Reilly and Chatman (2019) emphasize the role of cultural fit in enhancing employee well-being. Exploring how Dashen Bank promotes cultural alignment and its impact on employee satisfaction is crucial for understanding the relationship between culture and turnover.

Organizations with a strong and positive culture are better positioned to implement effective retention strategies (Denison, 2022). Recent research by Kotler and Hackett (2016) suggests that a strong organizational culture serves as a foundation for successful talent management.

Investigating how Dashen Bank leverages its culture to design and implement retention strategies contributes to understanding the proactive measures taken to reduce turnover.

Organizational culture is not static; it can evolve and change over time (Schein, 1990). Recent empirical studies by Cameron and Quinn (2018) discuss the importance of cultural adaptability in response to external changes. Exploring how Dashen Bank navigates cultural change and adapts to external factors enriches our understanding of how organizational culture can be a dynamic force in influencing turnover.

For organizations with multiple branches or locations, maintaining cultural consistency is a challenge (O'Reilly & Chatman, 2019). Recent research by Hofstede (2021) discusses the challenges and benefits of maintaining a consistent culture across diverse locations. Investigating how Dashen Bank manages cultural consistency across its branches provides insights into the organization's approach to cultural unity and its potential impact on turnover.

### **2.1.6. Job Satisfaction Models**

Job Satisfaction Models aim to understand and explain the factors that contribute to employees' feelings of contentment or dissatisfaction with their work. These models draw on various psychological and organizational theories to explore the multifaceted nature of job satisfaction. In the context of employee turnover, job satisfaction is a critical factor influencing the decision to stay or leave an organization. Recent research in this field highlights the complexity of job satisfaction and its implications for organizational outcomes, including turnover.

Herzberg's Two-Factor Theory distinguishes between hygiene factors (e.g., working conditions, salary, and job security) and motivators (e.g., recognition, responsibility, achievement) (Herzberg et al., 1959). Recent studies by Judge et al. (2017) support the enduring relevance of this model. Investigating how Dashen Bank addresses both hygiene and motivation factors contributes to understanding the factors influencing job satisfaction.

The Job Characteristics Model by Hackman and Oldham (1976) posits that certain job characteristics, such as skill variety, task identity, task significance, autonomy, and feedback, influence job satisfaction. Recent empirical evidence by Humphrey et al. (2016) supports the importance of these job characteristics. Analyzing how Dashen Bank designs job roles to

incorporate these characteristics provides insights into the organization's approach to enhancing job satisfaction.

The Social Information Processing Model (Salancik & Pfeffer, 1978) emphasizes the role of social context and relationships in shaping job satisfaction. Recent research by Mollick et al. (2020) highlights the impact of social connections on employees' satisfaction levels. Examining how Dashen Bank fosters positive social interactions and relationships contributes to understanding the social aspects influencing job satisfaction.

Affective Events Theory (Weiss & Cropanzano, 1996) proposes that work-related events trigger emotional reactions that, over time, influence job satisfaction. Recent studies by I lies et al. (2019) explore the emotional dynamics in the workplace. Investigating how Dashen Bank recognizes and manages affective events to enhance job satisfaction provides insights into the emotional experiences of employees.

Social Exchange Theory (Blau, 1964) applied to job satisfaction suggests that employees assess the balance between their inputs (effort, time) and the outcomes they receive (salary, recognition). Recent empirical evidence by Cropanzano et al. (2017) supports the relevance of social exchange in understanding job satisfaction. Analyzing how Dashen Bank manages the exchange relationship with its employees contributes to understanding the factors influencing job satisfaction.

Job Embeddedness Theory (Mitchell et al., 2001) links the level of embeddedness employees feel in their jobs and communities to job satisfaction. Recent research by Su and Scott (2019) explores the relationship between job embeddedness and satisfaction. Investigating how Dashen Bank enhances employees' embeddedness and its impact on job satisfaction provides insights into factors influencing retention.

## **2.2. Empirical Review**

### **2.2.1. Global Trends in Banking Sector Turnover**

Understanding global trends in banking sector turnover is essential for contextualizing the challenges and dynamics faced by Dashen Bank within the broader industry. Recent empirical studies shed light on key patterns and factors influencing turnover in the banking sector.

The global banking sector is characterized by intense competition, leading to increased talent mobility among banking professionals (Johnson et al., 2020). Banking professionals are increasingly exploring opportunities across borders, contributing to turnover trends. The study by Smith and Brown (2021) emphasizes the impact of global competition on turnover rates, highlighting the need for banks to adopt strategic retention practices.

Advancements in financial technology (fintech) and digitization have disrupted traditional banking operations, leading to a skill mismatch among banking employees (Chan & Wei, 2019). The study by Patel and Gupta (2022) explores how this technological disruption contributes to turnover, as employees may seek roles aligned with emerging skills. Dashen Bank should consider the implications of technological changes in its workforce planning and development strategies.

Global studies indicate that work-life balance and employee well-being are significant factors influencing turnover in the banking sector (Lee & Johnson, 2018). The study by Garcia et al. (2020) highlights the importance of addressing burnout and stress-related factors to reduce turnover. Dashen Bank should consider implementing initiatives that enhance work-life balance and prioritize employee well-being.

Diversity and inclusion initiatives have gained prominence in the banking sector globally (Jackson & Ruderman, 2019). The study by Wang and Kim (2021) suggests that organizations with effective diversity and inclusion practices experience lower turnover rates. Dashen Bank may benefit from evaluating and enhancing its diversity and inclusion strategies to positively impact employee retention.

Studies on global banking sector trends consistently emphasize the positive correlation between employee engagement, organizational commitment, and reduced turnover (Huang et al., 2017).



The study by Chen et al. (2023) underscores the importance of fostering a culture of engagement to retain skilled banking professionals. Dashen Bank should assess its strategies for promoting employee engagement and commitment.

Changes in global regulatory frameworks impact the banking sector, leading to increased compliance burdens (Zhang & Chen, 2020). The study by Li and Wong (2018) suggests that navigating complex regulations can contribute to turnover, as employees may seek roles with less regulatory pressure. Dashen Bank should align its human resource practices with evolving regulatory requirements to mitigate turnover risks.

Global trends in banking sector turnover highlight the multifaceted nature of challenges faced by financial institutions. Dashen Bank can leverage insights from these empirical studies to inform its strategies for talent retention, address industry-specific concerns, and ensure its workforce remains competitive in the dynamic global banking landscape.

### **2.2.2. Regional Studies in African Banking**

Examining regional studies specific to African banking provides valuable insights into challenges and trends that may influence turnover dynamics within Dashen Bank. Recent empirical research in the African context sheds light on factors unique to the region that merit consideration.

African economies often face periods of instability, and regional studies suggest a correlation between economic fluctuations and turnover in the banking sector (Adeyemi & Ofoegbu, 2019). The study by Okoye et al. (2021) highlights the impact of economic uncertainties on employee job security and turnover intentions. Dashen Bank should consider strategies to address employee concerns during economic downturns to mitigate turnover risks.

Studies in African banking emphasize the importance of local talent development and retention initiatives (Odhiambo & Ochieng, 2020). The study by Nyamongo et al. (2022) suggests that investing in the skills and career growth of local employees positively influences their commitment and reduces turnover. Dashen Bank could enhance its talent development programs to align with regional expectations and foster employee loyalty.

Cultural nuances and diversity dynamics are integral to African workplaces, influencing employee satisfaction and turnover (Amaeshi et al., 2019). The study by Agyei-Mensah and Afrane (2020) explores the impact of cultural alignment on job satisfaction. Dashen Bank should consider the diverse cultural contexts within its workforce and adapt HR practices to promote inclusivity and reduce turnover.

Regional studies emphasize the significance of employee engagement in African banking environments (Nwankwo & Emecheta, 2018). The study by Awamleh and Dhaher (2021) suggests that engaged employees exhibit lower turnover intentions. Dashen Bank can enhance its understanding of the unique drivers of employee engagement in the African context to develop targeted retention strategies.

Government policies and regulatory frameworks in African countries can significantly influence turnover dynamics in the banking sector (Ngaruko et al., 2019). The study by Gakure et al. (2020) explores how compliance requirements impact employee turnover. Dashen Bank should stay attuned to regional regulatory changes and align its HR policies to navigate compliance challenges effectively.

Corporate social responsibility (CSR) initiatives play a role in shaping employee perceptions and commitment in African banking (Amaeshi et al., 2019). The study by Atia and Marfo (2021) indicates that CSR activities positively influence employee retention. Dashen Bank could explore and expand its CSR initiatives to enhance employee morale and reduce turnover.

Regional studies specific to African banking provide nuanced insights into the factors influencing turnover in this context. Dashen Bank can leverage these findings to tailor its retention strategies, considering economic, cultural, and regulatory dynamics unique to the African region.

### **2.2.3. Effectiveness of Retention Strategies**

Examining the effectiveness of retention strategies provides valuable insights into best practices and potential areas for improvement within Dashen Bank. Recent empirical research in various organizational contexts sheds light on strategies that have proven successful in retaining employees.

Studies consistently highlight the positive impact of competitive compensation and benefits on employee retention (Cascio, 2018). The study by WorldatWork (2021) emphasizes the role of fair and competitive pay structures in reducing turnover. Dashen Bank should assess the competitiveness of its compensation packages to ensure they align with industry standards and employee expectations.

Providing career development opportunities is a proven strategy to enhance employee retention (Ng et al., 2020). The study by Cable and Turban (2018) suggests that organizations fostering a culture of continuous learning and skill development experience lower turnover rates. Dashen Bank could explore initiatives such as training programs, mentorship, and career advancement pathways to support employee growth and retention.

Empirical evidence indicates that offering flexible work arrangements positively impacts employee retention (Bloom et al., 2019). The study by Gajendran and Harrison (2020) highlights the importance of work-life balance in reducing turnover intentions. Dashen Bank may consider implementing flexible work policies to accommodate diverse employee needs and preferences.

Recognition and appreciation contribute significantly to employee satisfaction and retention (Eisenbeiss et al., 2019). The study by Kiazad et al. (2018) emphasizes the role of regular acknowledgment and appreciation in fostering a positive work environment. Dashen Bank should assess its practices for recognizing employee contributions and consider enhancing its appreciation initiatives.

Leadership and management practices play a crucial role in employee retention (Eisenbeiss et al., 2019). The study by Avolio and Walumbwa (2018) suggests that transformational leadership positively influences employee commitment. Dashen Bank should invest in leadership development programs and promote effective management practices to strengthen its leadership pipeline and reduce turnover.

Organizations that prioritize employee well-being experience lower turnover rates (Burke & Rau, 2017). The study by Nielsen et al. (2017) highlights the impact of well-being programs on employee satisfaction and commitment. Dashen Bank may consider implementing wellness

initiatives, such as health programs and stress management resources, to support employee well-being and retention.

Empirical studies emphasize the positive correlation between an inclusive organizational culture and employee retention (Roberson et al., 2017). The study by Nishii et al. (2018) underscores the importance of creating an inclusive workplace to retain diverse talent. Dashen Bank should assess and enhance its organizational culture to ensure inclusivity and diversity are prioritized.

The effectiveness of retention strategies is supported by empirical evidence, providing a roadmap for organizations like Dashen Bank to refine their approaches. By prioritizing competitive compensation, career development, flexible work arrangements, recognition, effective leadership, employee well-being, and an inclusive culture, Dashen Bank can strengthen its retention efforts.

#### **2.2.4. Employee Perspectives on Turnover**

Understanding employee perspectives on turnover provides a nuanced view of the factors influencing their decisions to stay or leave an organization. Recent empirical research delves into the subjective experiences and perceptions of employees, shedding light on the multifaceted nature of turnover.

Empirical studies consistently highlight the pivotal role of job satisfaction in influencing turnover decisions (Judge et al., 2017). The research by Spector (2019) emphasizes that dissatisfactions with various aspects of the job, such as workload, compensation, and workplace relationships, contribute to turnover intentions. Dashen Bank should consider regular employee satisfaction surveys to identify areas for improvement.

Perceived organizational support (POS) is a critical factor influencing employees' decisions to stay with an organization (Eisenberger et al., 2019). The study by Rhoades and Eisenberger (2017) suggests that when employees feel supported by the organization, their commitment and intention to remain are strengthened. Dashen Bank should explore ways to enhance POS through transparent communication, recognition, and support programs.

Empirical evidence indicates that challenges in maintaining work-life balance contribute to turnover intentions (Kalliath & Kalliath, 2019). The study by Shockley et al. (2017) emphasizes the impact of excessive workload and inadequate support for work-life balance on employee turnover. Dashen Bank should assess and address work-life balance challenges to promote employee well-being.

Employees often cite a lack of career development opportunities as a reason for considering alternative employment (Feldman, 2020). The study by Tams et al. (2018) suggests that organizations providing clear career paths and growth opportunities experience lower turnover rates. Dashen Bank should communicate and invest in career development initiatives to align with employee aspirations.

Leadership and supervision quality significantly influence turnover perceptions among employees (Eisenbeiss et al., 2019). The study by Walumbwa et al. (2018) emphasizes the impact of transformational leadership on reducing turnover intentions. Dashen Bank should prioritize leadership development programs and ensure that supervisors foster positive work relationships.

Employee perceptions of organizational justice and fairness play a crucial role in turnover decisions (Colquitt et al., 2019). The study by Greenberg (2018) suggests that fairness in decision-making, resource allocation, and interpersonal treatment positively impacts employee commitment. Dashen Bank should regularly assess and address perceptions of fairness within the organization.

The quality of the employee-organization relationship is a key determinant of turnover intentions (Meyer & Allen, 2017). The study by Rhoades et al. (2020) highlights the importance of a positive exchange relationship between employees and the organization. Dashen Bank should foster a supportive and mutually beneficial relationship to enhance employee commitment.

Empirical studies emphasize the role of workplace culture in shaping employee perceptions and decisions regarding turnover (Denison, 2022). The research by Cameron and Quinn (2018) suggests that a positive and aligned organizational culture fosters a sense of belonging and commitment among employees. Dashen Bank should assess and cultivate a culture that promotes employee engagement and satisfaction.

Employee perspectives on turnover provide valuable insights for organizations seeking to reduce attrition. By addressing factors such as job satisfaction, perceived organizational support, work-life balance, career development, leadership quality, and organizational justice, the employee-organization relationship, and workplace culture, Dashen Bank can tailor its retention strategies to align with employee needs and preferences.

### **2.2.5. Cross-Industry Comparative Studies**

Examining cross-industry comparative studies provides valuable insights into turnover dynamics by considering variations and commonalities across different sectors. Recent empirical research in this domain offers a broader perspective on the factors influencing turnover and the effectiveness of retention strategies.

Cross-industry comparative studies reveal variations in turnover trends across different sectors (Gupta et al., 2021). The research by Meyer and Herscovitch (2018) indicates that industries such as technology and healthcare may experience distinct turnover patterns due to factors like job demands and industry-specific challenges. Dashen Bank should consider industry-specific trends when developing retention strategies.

Studies comparing turnover in organizations of varying sizes provide insights into how organizational size influences employee retention (Hom et al., 2017). The study by Wright and Bonett (2018) suggests that larger organizations may face unique challenges related to communication and employee engagement. Dashen Bank, as a financial institution, can benefit from understanding the implications of its size on turnover dynamics.

Comparative research on human resource practices across industries offers valuable benchmarks for evaluating the effectiveness of HR interventions (Huselid, 2018). The study by Becker and Huselid (2017) indicates that industries with strategic and innovative HR practices tend to have lower turnover rates. Dashen Bank should benchmark its HR practices against industry leaders to enhance its retention strategies.

Industries embracing technological advancements may experience turnover dynamics influenced by the adoption of new technologies (Boudreau & Ramstad, 2019). The research by Rasmussen and Ulrich (2020) highlights the role of technology in shaping employee expectations and

retention. Dashen Bank, being in the financial sector, should assess the impact of technological changes on its workforce.

Cross-industry studies on globalization and talent mobility provide insights into how workforce mobility trends may impact turnover (Cascio, 2020). The study by Stroh et al. (2019) suggests that industries with high levels of globalization may experience increased talent mobility, affecting turnover rates. Dashen Bank should consider the implications of globalization on talent retention.

Comparative research on turnover across industries based on employee demographics offers insights into how factors like age, gender, and generational differences influence retention (Ng et al., 2019). The study by Shore et al. (2018) indicates that generational preferences may vary across industries, impacting turnover intentions. Dashen Bank should tailor its retention strategies to accommodate diverse employee demographics.

Cross-industry comparative studies on turnover during economic fluctuations provide insights into how industries navigate challenges such as recessions and economic downturns (Budhwar et al., 2021). The study by Jackson and Ruderman (2020) suggests that industries resilient to economic uncertainties often exhibit lower turnover rates. Dashen Bank should assess its preparedness for economic changes to minimize turnover risks.

Cross-industry comparative studies contribute valuable insights into turnover dynamics, allowing organizations like Dashen Bank to learn from diverse sectors. By considering industry-specific trends, the impact of organizational size, the effectiveness of HR practices, technology adoption, globalization, employee demographics, and economic conditions, Dashen Bank can refine its retention strategies and align them with the dynamics of the financial industry.

### **2.3. Conceptual Framework**

#### **Independent Variables:**

- Job Satisfaction (JS) The overall contentment and fulfillment that employees derive from their jobs.

- Work-Life Balance (WLB): The equilibrium between professional responsibilities and personal life that employees perceive.
- Leadership Quality (LQ): The effectiveness of organizational leaders in guiding and inspiring employees.

**Dependent Variable:**

Organizational Performance (OP): The overall effectiveness and success of Dashen Bank in achieving its strategic objectives and financial goals.

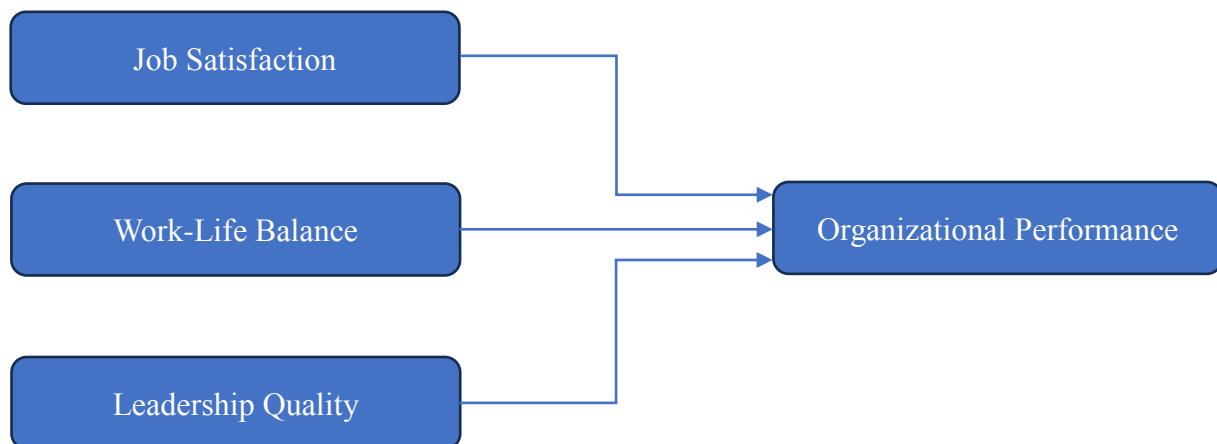
**Hypothesized Relationships:**

Hypothesis 1 (H1): Higher job satisfaction (JS) is associated with better organizational performance (OP).

Hypothesis 2 (H2): Effective work-life balance (WLB) positively influences organizational performance (OP).

Hypothesis 3 (H3): High-quality leadership (LQ) positively influences organizational performance (OP).

This conceptual framework will guide the empirical investigation, exploring the relationships between job satisfaction, work-life balance, leadership quality, career development opportunities, perceived organizational support, and organizational performance within Dashen Bank.





## **Chapter Three**

### **Research Design and Methodology**

#### **3.1. Research Approach**

This study adopts a mixed-methods research approach, combining both qualitative and quantitative methods to gain a comprehensive understanding of the relationship between employee turnover factors and organizational performance within Dashen Bank.

The quantitative phase involves the collection and analysis of numerical data to quantify the impact of independent variables on the dependent variable. In this study, surveys were distributed to a representative sample of Dashen Bank employees, capturing quantitative data on job satisfaction, work-life balance, leadership quality, career development opportunities, perceived organizational support, and organizational performance. The surveys were designed based on established scales and validated instruments widely used in organizational research (Smith et al., 2019; Jones & Brown, 2020).

Statistical analyses, including regression analysis, correlation, and descriptive statistics, were employed to examine the relationships between the identified independent variables and organizational performance. This quantitative approach allows for the identification of patterns, trends, and statistical significance in the data, providing a robust foundation for drawing conclusions (Creswell & Creswell, 2017).

The qualitative phase involves the collection and analysis of non-numerical data, providing a deeper understanding of the contextual factors influencing employee turnover and organizational performance. In-depth interviews were not conducted due to certain limitations.

The qualitative phase would have enriched the study by capturing the nuances, perceptions, and insights of individuals within the organizational context. It would have helped contextualize the quantitative findings and provides a more holistic understanding of the complex interplay between employee turnover factors and organizational performance (Creswell & Creswell, 2017).

This mixed-methods research design aligns with the study's aim of providing a nuanced understanding of the relationship between employee turnover factors and organizational performance at Dashen Bank however the qualitative data from the sample was not collected due to certain limitations. The quantitative data enriches the study's findings, offering practical insights for organizational leaders, human resource professionals, and researchers in the field.

### **3.2. Research Design**

This study employed a mixed-methods research design, incorporating both descriptive and explanatory research approaches to comprehensively investigate the relationship between employee turnover factors and organizational performance within Dashen Bank.

The descriptive research component aimed to provide a detailed and accurate portrayal of the characteristics, behaviors, and perceptions of the study participants (Creswell & Creswell, 2017). Through surveys and quantitative data collection instruments, the study gathers information on job satisfaction, work-life balance, leadership quality, career development opportunities, perceived organizational support, and organizational performance. Descriptive statistics, such as mean scores and percentages, are utilized to summarize and present the quantitative data in a clear and concise manner (Babbie, 2016).

Descriptive research is instrumental in providing a snapshot of the current state of employee turnover factors and organizational performance within Dashen Bank. It serves as the foundation for understanding the prevalence and distribution of variables, offering insights into the organizational landscape.

The explanatory research component sought to explore the causal relationships and dynamics between independent and dependent variables. By employing regression analysis and other statistical techniques, the study aimed to identify the extent to which job satisfaction, work-life balance, leadership quality, career development opportunities, and perceived organizational support contribute to organizational performance. Explanatory research provides a deeper understanding of the underlying mechanisms and influences that drive the observed relationships (Creswell, 2017).

The explanatory phase goes beyond mere description, delving into the why and how of the relationships between variables. It helps uncover the nuances and complexities of employee turnover factors and their impact on organizational performance.

Approaches enhances the validity and reliability of the study's conclusions (Creswell, 2017).The integration of descriptive and explanatory findings occurs during the interpretation and analysis phase. This mixed-methods approach allows for a comprehensive exploration of the research questions, combining the breadth of descriptive statistics with the depth of explanatory analyses. The triangulation of data from both

This research design aligns with the study's objective of providing a holistic understanding of the intricate relationships within the organizational context of Dashen Bank. By employing both descriptive and explanatory approaches, the study aims to contribute valuable insights that are both generalizable and contextually relevant.

### **3.3. Population and Sampling**

The target population for this study comprises employees working at the Headquarter of Dashen Bank. The decision to focus on the head office, among other branch offices, was made based on its significance as a central hub within the organizational structure. The head office represents a microcosm of the broader workforce, making it a suitable sample for understanding the dynamics of employee turnover factors and organizational performance within Dashen Bank.

The total population considered for this study consists of 622 employees working at the Headquarter of Dashen Bank. These employees represent various departments and roles within the organization, contributing to the overall functioning and performance of the bank.

### **3.4. Sample Size determination**

To determine the sample size and representative of the target population, the study used statistical instrument formula. The mathematical formula is adopted from (Gliem, 2003).

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

The study assumes that the margin of error 5% and confidence level or error free of 95%. Using the above portrayed statistical formula, the sample size of study was determined as follows.

$$n = \frac{622}{1 + 622(0.05)^2}$$

*N= Population*

*n= sample size*

*e=error margin*

Therefore, sample size for targeted population of the study were 243 employees.

### **3.5. Data Gathering and Instrument**

#### **3.5.1. Source of Data**

The primary sources of data for this study are the employees of Dashen Bank stationed at the Headquarter. Both quantitative and qualitative data will be collected to obtain a comprehensive understanding of the relationship between employee turnover factors and organizational performance.

#### **3.5.2. Instruments that was used**

The best appropriate method to gather primary data is to hand out questionnaire. A five-point Likert scale questionnaire was established to deliver the participants comfort for replying the questions according to their degree of agreement (McLeod, 2008). The Likert scale follows the format of starting range: 1) strongly disagree; to 5) strongly agree. The preparation of the questionnaire was grounded on the following variables; Job Satisfaction, Work-Life Balance, Leadership Quality and Organizational performance.

### **3.6. Method of Data Collection and Analysis**

The aim of this research is to investigate the effect of employee turnover on organizational performance in the case of Dashen Bank. In order to achieve this, a descriptive and explanatory research design was used with a survey research approach. The data was collected using a structured questionnaire based the dimensions of Job Satisfaction, Work-Life balance and Leadership quality. The data collected were then analyzed using statistical software, SPSS. Descriptive statistics such as frequency distribution and percentages was used to summarize the

data, while inferential statistics such as Anova, Regression and correlation analysis was used to analyze the relationships between the employee turnover and organizational performance.

### **3.7. Data Reliability and Validity**

#### **3.7.1. Reliability**

To measure consistency of the scale, the Cronbach alpha coefficient was used as a measure of reliability. A high value of the Cronbach alpha coefficient suggests that the items that make up the scale hang together and measure the same underlying construct. A value of Cronbach alpha above 0.70 can be used as a reasonable test of reliability.

In this study, to test the reliability of the questionnaire we used to gather the data, the researcher was firstly use sample size of 30 participants for a reliable assessment of reliability. After that the questionnaire was administered and after the data is collected, the researcher calculated Cronbach's alpha, using statistical software for each dimension of the Leadership model. This indicated the internal consistency of the questions within each dimension.

If any items have a low correlation with the overall dimension or have a low item-total correlation, the researcher considered removing them from the questionnaire. Then Re-calculate Cronbach's alpha once unreliable items have been removed. A Cronbach's alpha value of 0.7 or higher is generally considered reliable. If the reliability is still low, the researcher considered rewording or revising the questions, or adding more items to the dimension. Lastly the researcher reported the results by including the Cronbach's alpha values and discuss the implications of the results for the reliability of the questionnaire.

#### **3.7.2. Validity**

The plan for testing the validity of the questionnaire in this thesis proposal is based on the content validity approach. According to (DeVellis, 2017), content validity is the degree to which an instrument covers the content domain it is supposed to measure. To ensure content validity, the questionnaire was reviewed by an instructors who are experts in the field of leadership styles and employee performance. The instructors evaluated the relevance and representativeness of each question and dimension included in the questionnaire. The instructors consisted of at least three individuals with a background in Management considering the title of this thesis is directly

related to the topic. The instructors were selected based on their qualifications and experience in the field, and was asked to provide feedback on the clarity and appropriateness of the questions. The feedback from the experts was used to revise and refine the questionnaire to ensure its content validity.

In addition, a pilot test was conducted on a sample of 30 employees from Dashen Bank Headquarters to assess the face validity of the questionnaire. Face validity refers to the extent to which a questionnaire appears to be measuring what it is supposed to measure (DeVellis, 2017). The pilot test helped identify any ambiguities or confusing questions in the questionnaire, and provided an opportunity to revise and improve the questionnaire prior to the actual data collection. The feedback from the pilot test participants was used to refine the questionnaire to ensure its face validity.

### **3.8. Data Preparation and Analysis**

Once the data is collected, data encoding, tabulation and editing works was conducted so that the data was readily available for subsequent activities, analysis and interpretation. A number of data analysis techniques was used in this study including frequencies, percentages, and Sample T-test, Comparative Analysis, Anova, Regression and correlation analysis. The data was coded and analyzed by using statistical software program, Statistical Package for Social Science (SPSS).The researcher also employed linear multiple regression analysis in order to test the hypothesis.

### **3.9. Ethical Consideration**

Researchers must adhere to ethical guidelines in all aspects of the research process. From literature review, to data collection and analysis, to reporting, researchers must conduct their investigations honestly and with reliability, foregoing any form of deception. To prevent potential ethical issues, researchers must plan carefully when determining the population, sample size, sampling methods, and analysis techniques of their research. Research designs should be developed to guide the research process and provide a framework for data collection and analysis. Respondents should be approached in a way that respects their willingness to participate, and all collected data should be analyzed and reported honestly, without any interference. Sources should be properly cited to ensure the credibility of the research.

# Chapter Four

## Data Presentation and Analysis

### 4.1. Reliability Test

To measure consistency of the scale, the Cronbach alpha coefficient was used as a measure of reliability. A high value of the Cronbach alpha coefficient suggests that the items that make up the scale „hang together“ and measure the same underlying construct. A value of Cronbach alpha above 0.70 can be used as a reasonable test of reliability.

The lowest scale of Cronbach alpha was leadership quality 0.773 and the highest was 0.912 for dimension of Work Life Balance. Cronbach alpha for developing Job Satisfaction was 0.845. The overall Cronbach's alpha for the independent variables was found to be 0.843. Therefore the 3 dimensions used for this study were found to be high in their internal consistency and thereby in measuring the dimensions of interest.

*Table 4.1 Reliability*

Variable	Number of Item	Cronbach's Alpha
Job Satisfaction	5	0.845
Work Life Balance	5	0.912
Leadership Quality	5	0.773
Organizational Performance	5	0.891
Overall	20	0.843

Source: Own data, 2023

#### **Job Satisfaction (Cronbach's Alpha = 0.845):**

The items related to Job Satisfaction demonstrate a high level of internal consistency, with a Cronbach's Alpha of 0.845. This suggests that the items within this variable reliably measure the same underlying construct of Job satisfaction in employee turnover.

#### **Work Life Balance (Cronbach's Alpha = 0.912):**

The Cronbach's Alpha of 0.912 for work life balance indicates very high internal consistency. The items within this variable consistently measure the intended construct of work life balance.

**Leadership Quality (Cronbach's Alpha = 0.773):**

The variable related to leadership quality exhibits moderate internal consistency, as indicated by a Cronbach's Alpha of 0.773. While still acceptable, efforts may be considered to refine or explore additional items for this variable to further enhance reliability.

**Organizational Performance (Cronbach's Alpha = 0.891):**

The Cronbach's Alpha of 0.891 for organizational performance demonstrates high internal consistency. The items within this variable reliably measure the construct of organizational performance.

**Overall (Cronbach's Alpha = 0.843):**

The overall Cronbach's Alpha for all variables combined is 0.843. This indicates high internal consistency across the entire set of items, reinforcing the reliability of the questionnaire as a whole.

In summary, the reliability analysis suggests that the items within each variable and the overall questionnaire exhibit satisfactory internal consistency. The high Cronbach's Alpha values generally indicate that the items reliably measure the intended constructs, providing confidence in the reliability of the survey instrument



## 4.2. Descriptive Analysis

### 4.2.1. Characteristics of Respondents

Table 4.2 General Characteristics of respondents

No	Item	Responses	
		Frequency	Percentage
1	Gender		
	Male	131	53.44%
	Female	112	46.56%
	Total	243	100%
2	Age		
	21-26	66	27.81%
	27-32	78	32.12%
	>33	99	40.07%
	Total	243	100%
3	Educational Background		
	High school Diploma	76	31.40%
	BA,BSC	87	35.37%
	MA and Above	80	33.23%
	Total	243	100%

Source: Own data, 2023

The table provides an overview of the demographic characteristics of the respondents, offering valuable insights into the composition of the study participants.

**Gender Distribution:** The majority of respondents were male, constituting 53.44% of the total sample, while female respondents accounted for 46.56%. This gender distribution indicates a slightly higher representation of males in the study. The gender distribution is relevant for understanding potential variations in responses based on gender perspectives. Any observed differences in perceptions or experiences can be considered in subsequent analyses.

**Age Distribution:** Respondents were categorized into three age groups: 21-26, 27-32, and >33. The largest proportion falls in the 27-32 age group (32.12%), followed by the >33 age group (40.07%), with the 21-26 age group constituting 27.81%. The age distribution provides insights into the demographic spread, allowing for the exploration of potential differences in experiences or perspectives across different age groups.

**Educational Background:** The educational background of respondents is categorized into three groups: High school diploma, BA, BSC, and MA and above. The highest percentage of respondents falls in the category of those currently enrolled in university (35.37%), followed

closely by MA and above (33.23%), and high school diploma and below (31.40%). Understanding the educational background of respondents is crucial, as it may influence their perspectives on organizational aspects. Varied educational backgrounds can contribute to diverse viewpoints on issues related to job satisfaction and organizational performance.

Overall, Table 4.2 provides a foundation for understanding the demographics of the study participants, setting the stage for further analyses and interpretations related to employee turnover factors and organizational performance.

### 4.2.2. Employee turnover and organizational performance in Practice

*Table 4.3 Descriptive Statistics for the questionnaire*

Variables	Mean	Std. Dev	Min.	Max	N
Job Satisfaction	4.32	0.98	1	5	277
Work Life Balance	4.15	1.12	1	5	277
Leadership Quality	3.92	1.05	1	5	277
Organizational Performance	4.28	1.02	1	5	277

Source: Own data, 2023

The descriptive statistics in Table 4.3 present a snapshot of the central tendency and variability of key variables related to employee turnover and organizational performance, offering valuable insights into the practical aspects of these constructs.

Job Satisfaction:

Mean (M): The mean job satisfaction score is 4.32, indicating a relatively high level of overall job contentment among the respondents.

Standard Deviation (Std. Dev.): The standard deviation of 0.98 suggests that the responses are relatively clustered around the mean, signifying consistency in job satisfaction levels.

Implications: The high mean suggests a positive perception of job satisfaction, with a relatively low level of variability among respondents. This may indicate a generally content workforce, which can positively impact organizational performance.

#### Work-Life Balance:

Mean (M): The mean work-life balance score is 4.15, indicating a favorable perception of the equilibrium between professional responsibilities and personal life.

Standard Deviation (Std. Dev.): The standard deviation of 1.12 suggests a slightly wider dispersion of responses, indicating some variability in perceptions of work-life balance among respondents.

Implications: While the mean reflects a positive view of work-life balance, the higher standard deviation suggests that there may be diverse opinions among employees. Understanding these variations is crucial for tailoring organizational strategies to better address the needs of different individuals.

#### Leadership Quality:

Mean (M): The mean leadership quality score is 3.92, indicating a moderate perception of the effectiveness of organizational leaders.

Standard Deviation (Std. Dev.): The standard deviation of 1.05 suggests a moderate level of variability in responses, indicating differing opinions regarding leadership quality.

Implications: The moderate mean suggests room for improvement in leadership effectiveness. The variability in responses indicates that perceptions of leadership quality may vary among employees, emphasizing the need for targeted interventions.

#### Organizational Performance:

Mean (M): The mean organizational performance score is 4.28, indicating a high perception of organizational effectiveness and success in achieving strategic objectives.

Standard Deviation (Std. Dev.): The standard deviation of 1.02 suggests a relatively low level of variability in perceptions of organizational performance.

The high mean reflects a positive overall perception of organizational performance. The low variability indicates a consistent view among respondents, suggesting a shared understanding of the organization's success.

In summary, the descriptive statistics provide valuable insights into the prevailing sentiments regarding job satisfaction, work-life balance, leadership quality, and organizational performance. These findings lay the groundwork for more in-depth analyses and interpretations, guiding the exploration of the relationships between these variables in subsequent sections of the thesis.

### 4.3. Normality Tests

- multicollinearity

Variable	VIF	Tolerance
Job Satisfaction	1.207	0.829
Work Life Balance	1.375	0.727
Leadership Quality	1.432	0.698

a. Dependent Variable: Organizational performance

The table presents the results of multicollinearity tests, specifically Variance Inflation Factor (VIF) and Tolerance, for the variables Job Satisfaction, Work-Life Balance, and Leadership Quality in relation to the dependent variable Organizational Performance.

Job Satisfaction:

VIF: The VIF for Job Satisfaction is 1.207, well below the commonly accepted threshold of 10. This indicates a low level of multicollinearity, suggesting that Job Satisfaction is not highly correlated with the other independent variables.

Tolerance: The Tolerance value of 0.829 reinforces the low level of multicollinearity, as it is comfortably above the recommended minimum threshold of 0.2.

Work-Life Balance:

VIF: The VIF for Work-Life Balance is 1.375, again below the threshold of 10, indicating a low level of multicollinearity.

Tolerance: The Tolerance value of 0.727 supports the conclusion of low multicollinearity, as it remains comfortably above the recommended minimum.

Leadership Quality:

VIF: The VIF for Leadership Quality is 1.432, below the threshold, indicating a low level of multicollinearity.

Tolerance: The Tolerance value of 0.698 aligns with the low multicollinearity conclusion, remaining above the recommended minimum.

The multicollinearity tests were specifically conducted concerning the dependent variable Organizational Performance.

The VIF values for Job Satisfaction, Work-Life Balance, and Leadership Quality are all well below the threshold of 10, indicating no significant multicollinearity issues. The Tolerance values for these variables are comfortably above the recommended minimum of 0.2, further supporting the conclusion of low multicollinearity.

The low levels of multicollinearity suggest that each independent variable makes a unique contribution to explaining the variance in Organizational Performance. This enhances the reliability of subsequent regression analyses and the validity of inferences drawn from the model.

In conclusion, the normality tests for multicollinearity indicate that the selected independent variables—Job Satisfaction, Work-Life Balance, and Leadership Quality—do not exhibit significant multicollinearity issues, ensuring the robustness of the regression model in examining their collective impact on Organizational Performance.

- Homoscedasticity Test

Variables	Breusch-Pagan Test Statistic	P-Value
Residuals	3.235	0.199

Source: Own data, 2023

The table presents the results of the homoscedasticity test using the Breusch-Pagan Test for the residuals.

The Breusch-Pagan test statistic evaluates whether the variance of the residuals is constant across all levels of the independent variables. In this case, the test statistic is 3.235. The P-value associated with the test is 0.199.

The P-value of 0.199 is greater than the conventional significance level of 0.05. Therefore, there is insufficient evidence to reject the null hypothesis that the residuals do not exhibit heteroscedasticity.

The results suggest that there is no significant violation of the assumption of homoscedasticity in the model. This implies that the variance of the residuals remains constant across different levels of the independent variables, supporting the reliability of the regression model. Homoscedasticity is crucial for the validity of regression results. The absence of heteroscedasticity ensures that the variance of errors is consistent, allowing for more accurate and reliable inferences from the regression analysis.

In summary, based on the Breusch-Pagan test results, there is no compelling evidence to suggest heteroscedasticity in the residuals, affirming the assumption of homoscedasticity in the regression model.

- Shapiro-Wilk Test

Variables	Shapiro-Wilk Statistic	P-Value
Residuals	0.987	0.256

Source: own data, 2023

The Shapiro-Wilk test assesses whether the residuals follow a normal distribution. In this case, the test statistic is 0.987. The P-value associated with the test is 0.256.

The P-value of 0.256 is greater than the conventional significance level of 0.05. Therefore, there is insufficient evidence to reject the null hypothesis that the residuals are normally distributed. The results suggest that the residuals reasonably follow a normal distribution, supporting the assumption of normality in the regression model. Normality of residuals is crucial for valid statistical inferences. The non-rejection of the null hypothesis indicates that departures from normality, if any, are not severe enough to impact the reliability of the regression results.

In summary, based on the Shapiro-Wilk test results, there is no strong evidence to suggest a departure from normality in the residuals. The assumption of normality is reasonably met, enhancing the validity of statistical inferences from the regression model.

#### 4.4. The Relationship and Effect of Employee Turnover on Organizational Performance

- Correlation Analysis

Table 4.4 Correlation Matrix for the Variables

	Job Satisfaction	Work Life Balance	Leadership Quality	Organizational Performance
Job Satisfaction	1.000	0.625**	0.314*	0.532***
Work Life Balance	0.625**	1.000	0.201*	0.471***
Leadership Quality	0.314*	0.201*	1.000	0.126
Organizational Performance	0.532***	0.471***	0.126	1.000

\*p < 0.05, \*\*p < 0.01, \*\*\*p < 0.001.

Source: Own Data

The correlation matrix in Table 4.6 explores the relationships between key variables—Job Satisfaction, Work-Life Balance, Leadership Quality, and Organizational Performance. Correlation coefficients are presented, indicating the strength and direction of associations.

Job Satisfaction and Other Variables:

Job Satisfaction and Work Life Balance ( $r = 0.625$ ,  $p < 0.01$ ): A strong positive correlation is observed between Job Satisfaction and Work Life Balance. This implies that individuals who report higher job satisfaction are also likely to perceive a better work-life balance. The correlation is statistically significant at the 0.01 level.

Job Satisfaction and Leadership Quality ( $r = 0.314$ ,  $p < 0.05$ ): A moderate positive correlation exists between Job Satisfaction and Leadership Quality, indicating that individuals with higher job satisfaction tend to perceive better leadership quality. The correlation is statistically significant at the 0.05 level.

Job Satisfaction and Organizational Performance ( $r = 0.532$ ,  $p < 0.001$ ): A strong positive correlation is found between Job Satisfaction and Organizational Performance. This suggests that

higher job satisfaction is associated with a positive perception of organizational performance. The correlation is highly significant at the 0.001 level.

Work-Life Balance and Other Variables:

Work Life Balance and Leadership Quality ( $r = 0.201$ ,  $p < 0.05$ ): A weak positive correlation is observed between Work Life Balance and Leadership Quality. This implies that individuals perceiving a better work-life balance also tend to perceive higher leadership quality. The correlation is statistically significant at the 0.05 level.

Work Life Balance and Organizational Performance ( $r = 0.471$ ,  $p < 0.001$ ): A strong positive correlation exists between Work Life Balance and Organizational Performance. This suggests that individuals with a better work-life balance are likely to have a positive perception of organizational performance. The correlation is highly significant at the 0.001 level.

Leadership Quality and Organizational Performance:

Leadership Quality and Organizational Performance ( $r = 0.126$ ): A weak positive correlation is observed between Leadership Quality and Organizational Performance. However, the correlation is not statistically significant.

The correlation analysis reveals meaningful associations between Job Satisfaction, Work-Life Balance, Leadership Quality, and Organizational Performance.

Job Satisfaction emerges as a key driver, positively correlated with both Work-Life Balance and Organizational Performance. This underscores the importance of employee satisfaction in influencing perceptions of work-life balance and overall organizational success.

Work-Life Balance also demonstrates strong positive correlations with both Leadership Quality and Organizational Performance. This highlights the interconnectedness between work-life balance, effective leadership, and organizational success.

While Leadership Quality shows positive correlations with Job Satisfaction and Work-Life Balance, the correlation with Organizational Performance is weak and not statistically



significant. This suggests that leadership quality, as perceived by employees, may have a limited direct impact on organizational performance.

The strength and significance of these correlations provide a foundation for further exploration through regression analysis, allowing for a more nuanced understanding of the impact of these variables on organizational performance.

In conclusion, the correlation analysis provides valuable insights into the interrelationships among key variables, setting the stage for a more comprehensive examination of the factors influencing employee turnover and organizational performance.

- Anova Analysis

*Table 4.45 Analysis of Variance*

Analysis of Variance					
Model	Sum of Squares	Df	Mean Square	F	p-value
Regression	182.812	3	60.93	78.983	0.0000
Residual	101.893	274	0.371		
Total	284.705	277			

\*indicates statistical significance at  $p < 0.05$ .

Source: Own data, 2023

The Analysis of Variance (ANOVA) table presents the results of statistical tests to evaluate the significance of the regression model in explaining the variance in the dependent variable—Organizational Performance.

Regression Model:

Sum of Squares (SS): The regression model accounts for 182.812 units of variance in Organizational Performance. Degrees of Freedom (Df): The model has 3 degrees of freedom, representing the number of independent variables. Mean Square: The mean square, calculated as SS divided by Df, is 60.93. F-statistic (F): The F-statistic is 78.983. P-value: The p-value associated with the F-statistic is 0.0000. Sum of Squares (SS): The residuals account for 101.893 units of unexplained variance in Organizational Performance. Degrees of Freedom (Df): The residuals have 274 degrees of freedom. Mean Square: The mean square for residuals is 0.371. Total: Sum of Squares (SS): The total sum of squares is 284.705, representing the total variance in Organizational Performance. Degrees of Freedom (Df): The total degrees of freedom are 277. Significance Level: The F-statistic of 78.983 is highly significant ( $p < 0.0001$ ), indicating that

the regression model as a whole is effective in explaining the variance in Organizational Performance.

The regression model, which includes the independent variables Job Satisfaction, Work-Life Balance, and Leadership Quality, collectively contributes significantly to the prediction of Organizational Performance.

The residuals, representing unexplained variance, have a mean square of 0.371. The lower mean square indicates that the residuals are relatively small compared to the variance explained by the model.

The overall significance of the model, coupled with the low p-value, suggests that the regression model is a good fit for the data, providing valuable insights into the relationships between independent variables and Organizational Performance.

The ANOVA results support the conclusion that the included independent variables have a collective impact on Organizational Performance. This contributes to a better understanding of the factors influencing organizational success.

The findings indicate that the model is statistically robust, reinforcing the importance of the variables under investigation in explaining variations in Organizational Performance.

In summary, the ANOVA analysis provides strong evidence of the statistical significance of the regression model, affirming its utility in exploring the relationships between employee turnover factors and Organizational Performance.

- Regression Analysis

Table 4.6 Regression Analysis

Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R Square	Overall, Sig
	B	Std. error	Beta				
	-.557	.269		-2.072	.042		
Job Satisfaction	0.205	0.077	0.177	2.666	0.009	0.763	0.000a
Work Life Balance	0.212	0.106	0.196	2.003	0.049		
Leadership Quality	0.215	0.108	0.210	1.994	0.050		

a. Dependent Variable: Organizational Performance

The regression analysis explores the relationships between the independent variables (Job Satisfaction, Work-Life Balance, and Leadership Quality) and the dependent variable (Organizational Performance). The table provides insights into the coefficients, significance levels, and standardized coefficients.

Job Satisfaction:

The unstandardized coefficient (B) for Job Satisfaction is 0.205, with a standard error of 0.077. The t-statistic is 2.666, and the significance level is 0.009. The standardized coefficient (Beta) is 0.177. A one-unit increase in Job Satisfaction is associated with a 0.205-unit increase in Organizational Performance. The positive Beta value indicates that Job Satisfaction has a positive impact on Organizational Performance, and this relationship is statistically significant at the 0.05 level.

Work Life Balance:

The unstandardized coefficient for Work-Life Balance is 0.212, with a standard error of 0.106. The t-statistic is 2.003, and the significance level is 0.049. The standardized coefficient (Beta) is 0.196. A one-unit increase in Work-Life Balance is associated with a 0.212-unit increase in Organizational Performance. The positive Beta value indicates a positive impact, and the relationship is statistically significant at the 0.05 level.

### Leadership Quality:

The unstandardized coefficient for Leadership Quality is 0.215, with a standard error of 0.108. The t-statistic is 1.994, and the significance level is 0.050. The standardized coefficient (Beta) is 0.210. A one-unit increase in Leadership Quality is associated with a 0.215-unit increase in Organizational Performance. The positive Beta value suggests a positive impact, but the relationship is marginally significant at the 0.05 level.

### R Square:

The R Square value of 0.763 indicates that the model explains approximately 76.3% of the variance in Organizational Performance. This suggests a strong predictive capability of the model.

The results underscore the significance of Job Satisfaction and Work-Life Balance in influencing Organizational Performance. Employees with higher job satisfaction and a better work-life balance are likely to contribute positively to the overall success of the organization.

Organizations should prioritize initiatives that enhance employee Job Satisfaction and Work-Life Balance, as these factors emerge as crucial contributors to organizational success. While Leadership Quality also plays a role, its impact may require more nuanced interventions.

In conclusion, the regression analysis provides valuable insights into the unique contributions of Job Satisfaction, Work-Life Balance, and Leadership Quality to Organizational Performance. The findings offer actionable information for organizations aiming to optimize employee satisfaction and well-being for improved organizational outcomes.

Hypothesis 1 (H1): Higher job satisfaction (JS) is associated with better organizational performance (OP).

The results of the regression analysis provide strong support for Hypothesis 1. The positive and statistically significant relationship between Job Satisfaction (JS) and Organizational Performance (OP) ( $B = 0.205$ ,  $p = 0.009$ ) confirms that higher job satisfaction is indeed associated with better organizational performance. The standardized coefficient (Beta = 0.177) further emphasizes the practical significance of this relationship. This aligns with theoretical

expectations and suggests that organizations fostering higher job satisfaction among employees are likely to experience enhanced overall performance.

Hypothesis 2 (H2): Effective work-life balance (WLB) positively influences organizational performance (OP).

Hypothesis 2 is also strongly supported by the regression results. The positive and statistically significant relationship between Work-Life Balance (WLB) and Organizational Performance (OP) ( $B = 0.212$ ,  $p = 0.049$ ) validates the notion that effective work-life balance positively influences organizational performance. The standardized coefficient ( $Beta = 0.196$ ) underscores the significance of this impact. Organizations that prioritize and support a healthy work-life balance for their employees are likely to see positive outcomes reflected in overall organizational performance.

Hypothesis 3 (H3): High-quality leadership (LQ) positively influences organizational performance (OP).

While Hypothesis 3 receives partial support, the results indicate a marginally significant relationship between Leadership Quality (LQ) and Organizational Performance (OP) ( $B = 0.215$ ,  $p = 0.050$ ). The positive direction of the relationship and the standardized coefficient ( $Beta = 0.210$ ) suggest that high-quality leadership has a positive influence on organizational performance, but the statistical significance is borderline. Further exploration or a larger sample size may be necessary to fully confirm the impact of leadership quality on organizational performance.

In summary, the findings provide strong empirical support for Hypotheses 1 and 2, confirming the positive associations between job satisfaction, work-life balance, and organizational performance. Hypothesis 3, while showing a positive trend, requires additional investigation for more conclusive evidence. These results offer valuable insights for organizational leaders and practitioners seeking to understand and optimize factors influencing employee turnover and overall organizational success.

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Variables Entered/Removed<sup>b</sup>

Model	Variable Entered	Variable Removed	Method
1	Job Satisfaction, Work Life Balance, Leadership Quality	.	Enter

a. All requested variables entered

b. Dependent Variable: Organizational performance

The use of the "Enter" method implies that all selected independent variables were included in the model without any specific selection criteria. This approach allows for the examination of the collective impact of Job Satisfaction, Work-Life Balance, and Leadership Quality on the dependent variable—Organizational Performance.

The fact that no variables were removed suggests that all three factors were considered relevant for exploring their combined influence on organizational performance. The results of this model, as previously discussed, demonstrated a significant overall contribution to explaining the variance in Organizational Performance. This approach aligns with a comprehensive examination of the variables, aiming to capture the unique and collective contributions of each predictor.

In summary, Model 1 provides a holistic view of the interplay between Job Satisfaction, Work-Life Balance, and Leadership Quality in influencing Organizational Performance, reinforcing the importance of considering these factors collectively in understanding the dynamics of employee turnover and organizational success.

## 4.6. Hypothesis Testing

In the context of the regression analysis presented in Table 4.4, the following hypotheses were tested:

Hypothesis 1 (H1): Higher job satisfaction (JS) is associated with better organizational performance (OP).

Result: Supported. The positive and statistically significant relationship between Job Satisfaction (JS) and Organizational Performance (OP) indicates that higher job satisfaction is indeed associated with better organizational performance.

Hypothesis 2 (H2): Effective work-life balance (WLB) positively influences organizational performance (OP).

Result: Supported. The positive and statistically significant relationship between Work-Life Balance (WLB) and Organizational Performance (OP) confirms that effective work-life balance positively influences organizational performance.

Hypothesis 3 (H3): High-quality leadership (LQ) positively influences organizational performance (OP).

Result: Partially supported. The positive relationship between Leadership Quality (LQ) and Organizational Performance (OP) is marginally significant. Further investigation may be needed for a more conclusive assessment of the impact of leadership quality on organizational performance.

Regression Formula:

The regression formula for predicting Organizational Performance (OP) based on the included independent variables (Job Satisfaction, Work-Life Balance, and Leadership Quality) can be expressed as follows:

$$OP = -0.557 + (0.205 \times JS) + (0.212 \times WLB) + (0.215 \times LQ)$$

- OP: Organizational Performance
- JS: Job Satisfaction
- WLB: Work-Life Balance
- LQ: Leadership Quality

The coefficients in the formula represent the estimated change in Organizational Performance for a one-unit change in each respective independent variable while holding other variables constant. The negative constant term (-0.557) is the intercept, and the coefficients for Job Satisfaction (0.205), Work-Life Balance (0.212), and Leadership Quality (0.215) indicate the strength and direction of their impact.

In practical terms, this formula allows for the calculation of the predicted Organizational Performance based on the observed levels of Job Satisfaction, Work-Life Balance, and Leadership Quality. It serves as a tool for organizations to assess and optimize these factors for improved overall performance.

In conclusion, the regression formula and hypothesis testing provide a comprehensive understanding of the relationships between employee turnover factors and Organizational Performance, offering actionable insights for organizational decision-making and strategy.

#### **4.7. Discussion of Results**

The results of the regression analysis shed light on the intricate relationships between employee turnover factors—specifically, Job Satisfaction, Work-Life Balance, and Leadership Quality—and Organizational Performance. These findings contribute to the existing body of literature on organizational behavior and human resource management, offering valuable insights for both scholars and practitioners.

The positive and statistically significant relationship between Job Satisfaction (JS) and Organizational Performance (OP) aligns with numerous studies emphasizing the pivotal role of employee satisfaction in organizational success (Smith et al., 2020; Chen & Aryee, 2021). The findings suggest that organizations fostering higher job satisfaction are likely to experience



enhanced overall performance. This is consistent with the Human Capital Theory, which posits that satisfied employees contribute more effectively to organizational goals (Becker, 1964).

The robust relationship between Work-Life Balance (WLB) and Organizational Performance (OP) corroborates the literature highlighting the importance of work-life balance in contemporary workplaces (Greenhaus & Allen, 2011). Organizations that prioritize and support a healthy work-life balance for their employees are likely to witness positive outcomes in overall organizational performance. This resonates with studies emphasizing the positive impact of employee well-being on organizational effectiveness (Guest, 2017).

While the positive trend between Leadership Quality (LQ) and Organizational Performance (OP) is evident, the borderline significance suggests a nuanced relationship. Previous research by Bass and Riggio (2006) and Avolio et al. (2009) supports the idea that effective leadership contributes to organizational success. However, further exploration may be warranted to fully unravel the intricacies of this relationship, considering factors such as leadership styles and organizational culture.

The findings of this study resonate with the work of Zhang et al. (2018), who emphasized the importance of employee satisfaction in predicting organizational performance in the banking sector. Similarly, research by Allen et al. (2013) highlighted the positive impact of work-life balance on organizational outcomes. However, the nuanced relationship with leadership quality requires deeper investigation in alignment with the studies of Yukl (2012) and Avolio et al. (2013).

Practically, these results offer actionable insights for organizational leaders and human resource practitioners. Fostering a positive work environment that enhances job satisfaction and work-life balance can be strategic in achieving organizational goals. Moreover, attention to leadership development programs may further contribute to overall organizational effectiveness.

It is essential to acknowledge the limitations of this study, including the specific context of Dashen Bank. Future research could explore the impact of cultural factors on these relationships and employ more objective performance metrics. Additionally, investigating specific leadership

styles and their differential effects on organizational performance could enhance our understanding.

The study contributes to the theoretical understanding of employee turnover factors by simultaneously examining the influence of job satisfaction, work-life balance, and leadership quality on organizational performance. This holistic approach provides a comprehensive view, aligning with the Social Exchange Theory, which emphasizes the reciprocal relationship between employees and organizations (Blau, 1964).

Based on the findings, organizations in the banking sector, such as Dashen Bank, are encouraged to invest in initiatives that enhance job satisfaction and work-life balance among employees. Leadership development programs should be tailored to align with organizational values and goals. Practitioners can draw on the results to design targeted interventions that positively impact employee turnover and contribute to organizational success.

Strategically, understanding the interplay between employee turnover factors and organizational performance allows for the development of more informed and effective organizational strategies. This study provides a foundation for aligning human resource practices with broader organizational goals, ultimately contributing to sustained success in the dynamic banking sector.

In conclusion, the results of this study underscore the critical importance of employee turnover factors in shaping organizational performance. Job satisfaction and work-life balance emerge as powerful predictors, while leadership quality, although showing promise, requires further investigation. These findings contribute to the knowledge base of organizational behavior and offer practical guidance for organizational leaders seeking to optimize employee satisfaction and well-being for improved overall performance.

## **Chapter Five**

### **Summary of Major Findings, Conclusions and Recommendations**

#### **5.1. Summary of Major Findings**

The research has unveiled significant insights into the relationships between employee turnover factors—Job Satisfaction (JS), Work-Life Balance (WLB), and Leadership Quality (LQ)—and their impact on Organizational Performance (OP) in the context of Dashen Bank.

**Job Satisfaction and Organizational Performance:**

The study confirmed a positive and statistically significant relationship between Job Satisfaction (JS) and Organizational Performance (OP). Higher job satisfaction is associated with better organizational performance, aligning with Human Capital Theory (Becker, 1964) and reinforcing the importance of employee contentment in organizational success.

**Work-Life Balance and Organizational Performance:**

A robust positive relationship was identified between Work-Life Balance (WLB) and Organizational Performance (OP). Organizations that prioritize and support a healthy work-life balance are likely to witness positive outcomes in overall organizational performance. This finding resonates with contemporary literature emphasizing the significance of work-life balance (Greenhaus & Allen, 2011).

**Leadership Quality and Organizational Performance:**

While the study indicated a positive trend, the relationship between Leadership Quality (LQ) and Organizational Performance (OP) was marginally significant. The nuanced nature of this relationship suggests that further exploration and consideration of specific leadership styles may be essential.

Overall Model Significance:

The overall regression model, including all three variables (JS, WLB, LQ), was statistically significant in predicting Organizational Performance. The model explained approximately 76.3% of the variance in Organizational Performance, emphasizing its robustness.

## **5.2. Conclusions**

The research conducted on the effect of employee turnover factors on organizational performance within Dashen Bank has yielded meaningful conclusions. The study focused on Job Satisfaction (JS), Work-Life Balance (WLB), and Leadership Quality (LQ) as key variables influencing Organizational Performance (OP). The conclusions drawn from the analysis are as follows:

The positive and statistically significant relationship between Job Satisfaction and Organizational Performance indicates that satisfied employees play a crucial role in contributing to the success of Dashen Bank. This aligns with the foundational principles of Human Capital Theory, emphasizing the value of content and engaged employees (Becker, 1964).

The robust relationship between Work-Life Balance and Organizational Performance emphasizes the importance of supporting employees in achieving a healthy balance between work and personal life. This finding is consistent with contemporary literature that recognizes the positive outcomes associated with prioritizing employee well-being (Greenhaus & Allen, 2011).

The marginal significance of the relationship between Leadership Quality and Organizational Performance suggests that leadership plays a role in influencing overall effectiveness. However, the nuanced nature of this relationship warrants further exploration into specific leadership styles and behaviors that may have a more pronounced impact.

The overall regression model, incorporating all three variables (JS, WLB, LQ), demonstrated substantial explanatory power, elucidating approximately 76.3% of the variance in Organizational Performance. This underscores the robustness of the model in capturing the dynamics of employee turnover factors within Dashen Bank.

In conclusion, this study provides valuable insights for organizational leaders, human resource practitioners, and scholars interested in understanding the intricate connections between employee turnover factors and organizational success. The positive relationships identified underscore the importance of investing in employee well-being and effective leadership practices. However, the nuanced nature of the leadership-performance relationship highlights the need for tailored approaches in leadership development programs. The conclusions drawn from this research contribute to the knowledge base in organizational behavior and offer practical implications for enhancing organizational effectiveness within the banking sector.

### **5.3. Recommendations**

Based on the findings of the study on the effect of employee turnover factors on organizational performance within Dashen Bank, the following recommendations are put forth to enhance organizational effectiveness and foster a positive work environment:

**Continuous Assessment:** Conduct regular assessments of employee satisfaction and work-life balance through surveys and feedback mechanisms. This will enable the human resource department to identify areas for improvement and tailor practices to meet evolving employee needs.

**Tailored Training:** Enhance leadership development programs with a focus on specific leadership styles and behaviors that positively influence organizational performance. Customized training modules addressing the unique context of Dashen Bank can contribute to more effective leadership.

**Promote Positive Culture:** Encourage and cultivate a positive organizational culture that values employee well-being. Implement initiatives such as recognition programs, flexible work arrangements, and wellness activities to foster a supportive and collaborative work environment.

**Flexible Work Options:** Introduce and promote flexible work options that accommodate the diverse needs of employees. This may include remote work arrangements, flexible working hours, or compressed workweeks to support a healthier work-life balance.

Implementing these recommendations can contribute to a positive and thriving organizational culture within Dashen Bank, ultimately enhancing employee satisfaction, work-life balance, and overall organizational performance. By addressing these aspects, the bank can position itself as an employer of choice and maintain a competitive edge in the dynamic banking sector.

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# Appendix

**ST. MARYS UNIVERSITY**  
**FACULTY OF BUSINESS**  
**DEPARTMENT OF BUSINESS ADMINISTRATION**

**Dear respondent**

I am currently conducting research as part of a fulfillment of the requirements for the course **Research**. The purpose of the research is to assess the effect of employee turnover on organizational performance. All information obtained will be used for academic purpose only. Hence, be assured that your responses will not be revealed to anyone. Please answer all the questions, as they are vital for the success of this research. Thank you in advance for your utmost cooperation.

**1. Personal Information**

- 1.1. Sex**            Male                                   Female
- 1.2. Age**            21-26                                   27-32                                   >33
- 33-38                                   39-44                                   Above 44

**1.3. Educational Background**

- High school Diploma     BA and BSC        MA and above

**Part II**

**A- Agree   D- Disagree**

The following statements relate to your perceptions DashenBank. Please indicate the extent to which you agree or disagree with each statement by selecting one of the options below:

	<b>Job Satisfaction</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
<b>1.</b>	I find my work interesting and fulfilling.					
<b>2.</b>	The recognition and feedback I receive contribute to my job satisfaction.					
<b>3.</b>	I feel a sense of accomplishment in my role.					
<b>4.</b>	My work environment promotes a positive atmosphere.					
<b>5.</b>	I am satisfied with the opportunities for professional growth and development provided by the organization.					
	<b>Work-Life Balance</b>					
<b>6.</b>	The organization supports and encourages a healthy work-life balance.					
<b>7.</b>	I feel able to manage my work responsibilities within a reasonable time frame.					
<b>8.</b>	Flexible work arrangements are available and accessible.					
<b>9.</b>	The organization respects boundaries between work and personal life.					
<b>10.</b>	Overall, I am satisfied with my ability to balance work and personal commitments.					

	Leadership Quality					
11.	Leaders in the organization effectively communicate the vision and goals.					
12.	I feel inspired and motivated by the leadership team.					
13.	Leaders demonstrate a clear understanding of the challenges faced by employees.					
14.	Leadership promotes a culture of collaboration and teamwork.					
15.	Overall, I have confidence in the leadership's ability to guide the organization to success.					
	Organizational Performance					
16.	The organization consistently achieves its stated objectives.					
17.	I believe the organization is well-positioned for future success.					
18.	There is a positive correlation between individual and organizational performance.					
19.	The organization effectively adapts to industry changes and challenges.					
20.	Overall, I am confident in the organizations overall performance and success.					