

The Relationship Between Job Scope, Job Routinization, Compensation, and Commitment with Employee Turnover Intension: In the Case of Selected Public Service Bureau of Dire Dawa Administration

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Abstract

The aim of this study was to examine the relationship of scope of the job, job routinization, compensation, and commitment with employee turnover intention in public service bureau of Dire Dawa Administration namely, Trade, Industry and Investment Bureau, Land Development Bureau, and Administration City Manager Office. Descriptive research design and quantitative research method were utilized to identify the relationship b/n the independent and dependant variable (employee's turnover intention). To conduct this study all permanent employees were included as target of the study from purposively selected public service organizations. The collected data were processed and analyzed through descriptive analysis, and to determine the relationship between variables correlation analysis methods were employed. The study finding indicated that turnover intention is negatively correlated with scope of job, compensation and commitment but positively correlated with job routinization. This indicate the organization should give emphasis for compensation as well as the nature of the job so as to make jobs more challenging, variety and well defined and interesting in order to tackle the problem of turnover intention.

Keywords: Employee Turnover Intension, Scope Of The Job, Compensation, Commitment And Job Routinization.

INTRODUCTION

According to the sources from Dire Dawa Public Service and Human Resource Development bureau, the rate of employees' turnover within one fiscal year (from July 2016 to June 2017) was in trade, industry and investment bureau 16.15%; in land development 23.1% and in urban development bureau was 10.39%. A research that was done by Global Workforce Study, identify as the employees retention rate has declined since most of the employees are saying they are likely to leave the company within two years 2012 (Willis Towers Watson, 2015). Employee turnover can definitely be problematic issues of organization they need to understand the impact of turnover |by developing and implementing management guide line that assist for managing turnover for those parties involved like human resources manager (Allen, Bryant, Vardaman, 2010).

Past research had explained that intention to leave is one of the biggest predictors and an immediate sign of employee's turnover (Griffeth et al., 2000; Porter & Steers, 1973; Rizwan et., 2013). Obviously, various researches have conducted in the areas of employees' turnover intension on both government and private organizations. It is not surprising that there are a number of disagreements and differences over factors that affect the employees' turnover intention. These factors differently affect the employees' intension to leave their job in accordance with the internal and external contextual reality of the organization.

The study conducted by *Shahzad, Bashir, Ramay*,(2008) revealed a positive relationship of reward practices with the performance. In other study conducted by Mathieu and Zajac(1990) also state that organizational commitment is an important role for the organization and a positive response to working conditions.

Study conducted in sri lanka in export garment industry conducted by Wickramasinghe and Wickramasinghe (2011) was stated high volume repetitive environment and employee who are involved in routine labor and repetitive wok make worker depressed and bored about his/her work and the employee does try to quit the job.

To this end the aim of this study was to determine the relationship between employee turnover intention (dependant variable) and (scope of the job, job routinization, compensation and commitment) in three purposively selected public organizations because these organizations has high turnover rate according to their annual report.

LITERATURE REVIEW TURNOVER INTENTION

According to Chen, Lin, Lien (2010) Turnover intention has been a serious issue for management for many years and major problem for organizations. Tett and Meyer (1993) defined turnover intentions as conscious willfulness to seek for other alternatives in other organization. According to Mei-Fang Chena (2011) for many years the

issues of turnover intention is a vital point for organization management and they recognized that low turnover intention of employees has an impact on organizational performance and avoiding the potential costs related to recruiting and training new employees

Rainayee (2013), Steinmetz et al. (2014) and ElSakka (2016) who indicated that Excessive job demands, long working hours, inadequate benefits, and work stress is a reason for their decision to leave their job and the final decision to leave the profession is likely to be the result of an individual reflection process with multiple causes.

Turnover intention can also be defined as the immediate antecedent to stay or exit as result of mental decision between a person's attitude towards work and the decision to stay or get out of the job (Jacobs & Roodt, 2011). Turnover intention is the organization's employees plan to leave their jobs or to fire the employees. Employees who have strong relation with the organization have less intention to move toward another organization than the employees who are not effectively and strongly committed (Saeed, Waseem, Sikande, Rizwan, 2014).

JOB ROUTINIZATION

Price and Mueller (1981) define routinization as how much the job is monotonous or the degree to which job is repetitive. Most of time employees who are engage in routine work are more chance to live with compare to employees who are performing variety of task in their jobs. According to Wickramasinghe and Wickramasinghe(2011) on their study conducted in export garment industry in Sri Lanka they find out as there is a high volume of repetitive environment and employees in apparel industry are involved in routine labor, this lead them to quit their jobs.

SCOPE OF THE JOB

According to Hackman and Oldham (1980) Job scope can be defined as, the density of the job and challenges of the job contents, employees chance to try their own methods of doing and job scope is indicate the strength of growth need , complexity of job, use of ability most increases job satisfaction with work and loyalty to the organization in employees who have strong growth needs. (Igbaria, 1991; Igbaria and Guimaraes, 1992; Igbaria, Meredith & Smith, 1994; Tutuncu and Kozak, 2007) the studies showed the effects of a job upon the employees are also reflected as contents of a job whether these effects are categorized as interesting or uninteresting, various or consistent, innovative or degrading, easy or tough, challenging or non challenging and exciting jobs this generally affect whether they will be more involved and gratified in their companies, more dedicated to their companies, and finally, less possible to leave.

COMMITMENT

Organizational commitment is the link that exists between the worker and the organization. Usually it is conceptualized into affective connection to organization to be considered as significance of an individual within the organization in sharing the organization's values, which shows their desire to tolerate in the organization besides their willingness to enhance effort towards organization (Yucel, 2012).

Omar, Anuar, Majid, Johari (2012) cited that it is a valuable bonus for the company to have employees with a high level of organizational commitment when employees are highly-committed they would feel that owe so much to the organization and in return they would be less likely to leave. According to *Jehanzeb, Rasheed, Rasheed* (2013) results on their study indicate that there is strong negative relationship between organizational commitment and turnover intentions of an employee. In addition to that numbers of previous studies confirms that that organizational commitment is negatively related to turnover intentions (Addae and Parboteeah, 2008). In the same way, Hussain, and Asif (2012) also mentioned that strong organizational commitment derives and shapes organizational culture that promotes a sense of belonging and ownership among employees; essential for being satisfied, productive, and loyal employees. Engaged employees are emotionally committed to working hard, demonstrating initiative, and expending extra discretionary effort and doing so in alignment with strategic priorities to move the organization forward. It's no wonder that employee engagement has been associated with higher workforce productivity and customer satisfaction as well as lower absenteeism and turnover (Parul Jhajharia and Havisha Gupta, 2015).

COMPENSATION

In a study conducted by *Shahzad Bashir Ramay* (2008), findings revealed as there is a positive relationship of reward practices with the performance. They also state Employees need compensation package which they felt as being fair and corresponding with their skills, effort experiences and knowledge. Employee compensation and benefits includes all form of pay, rewards, bonuses, commissions, leaves, recognition programs, flexible working hours and medical insurance (*Sherman, Snell*, 1998).

In a study involving data from 583 participants in Hong Kong and 121 participants in China, it was revealed

that to retain and motivate employees compensation components are important factors (Randy, Vivienne, Thomas, 2002). Evidently in a study conducted on Southwest airlines by Aric (2008) on managing compensation and rewards through organizational pay, he emphasized that the human resources department can use a compensation strategy to strengthen the strategic and to enhancing individual performance this may in turn reduce turnover. In fact in a research conducted by Roya et al. (2011), on 301 non academic staff in the universities of medical sciences in Iran, revealed that strategic compensation practices lead to perceived effective organizational commitment due to fulfillment of psychological contract that actually contribute to reduction in turnover.

According to Roberto (2007) from the University of Valencia, Spain opine that salary strategies and job enrichment strategies were positively related to job satisfaction and thus has an effect negatively on turnover intentions. In a similar survey conducted by Lobburi (2012) beside fairness, growth opportunities and job satisfaction, rewards was also cited as an important criteria for job satisfaction and to tackle problem of turnover intention.

HYPOTHESES

Based on the above discussion on the previous studies, four research hypotheses are developed.

- Ha1: There is a statistically significant relationship between Scope of the job and turnover intentions
- Ha2: There is statistically significant relationship between employees' composition and turnover intentions
- Ha3: There is a statistically significant relationship between organizational commitment and turn over intentions?
- Ha4: There is a statistically significant relationship between job routinization and turnover intentions.

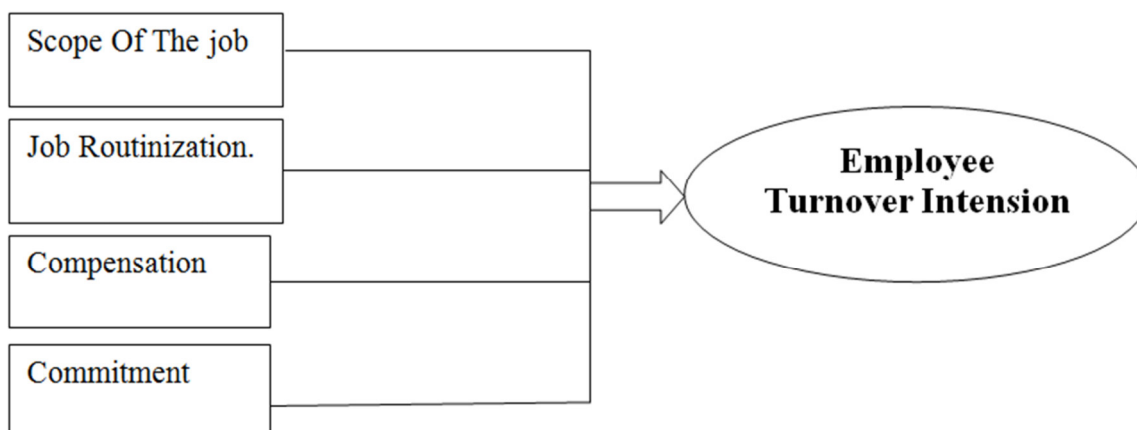


Figure one: - Research frame work

RESEARCH METHODOLOGY

Research Design

The aim of this study was to examine the relationship between independent variable (job scope, job routinization, compensation, and Commitment) and dependent variables (employee turnover intention), In order to conduct this research we were used descriptive research design. Descriptive design helps to simplify large amounts of data in a sensible way and each descriptive statistic reduces lots of data into a simpler summary (Jaggi, 2003). We collect data from all employees of three government bureaus in Dire Dawa Administration. By the end, we used descriptive analysis to analyze demographic data of respondents and correlation analysis method to test the hypothesis by using SPSS.

Participant and Instrument

We investigated employees in three government organization including trade, industry, investment bureau, land development and Administration City Manager Office of Dire Dawa Administration data is collected from 311 permanent employees of each bureaus.

16 questionnaires were rejected due to missing data and 7 unreturned totally the researcher is reject 23 questionnaires. Remaining 286 were selected. The response rate for current study is 91.9%. The total population was taken from each bureau to give well inference for other public organizations. For the purpose of scale development, we develop on five sets variables 7 items concerning Job scope, 7 items describing the turnover intention, and 6 items job routinization, 8 items compensation and 6 items Commitment, generally we develop 34 items to determine the relationship between Job scope, job routinization, compensation, and Commitment with turnover intention. (The five point likert scale of 1-5 with 1=strongly disagree, 2= disagree, 3= moderate 4= agree and 5= strongly agree) for favorably stated arguments were employed.

Reliability

This research used Cronbach's consistency (coefficient) to analyze the reliability. Alpha coefficients of Job scope, job routinization, compensation, and Commitment factor are 0.776, 0.767, 0.754, 0.738, respectively which are all above 0.7 and measuring indicator shows good internal consistency. Mean while. This research used Cronbach's consistency (coefficient alpha) to see the reliability of turnover intention for this scale was 0.846

Analysis, Discussion and Result

Table one: Profile of the respondents: Demographic information such as age, gender, income level and organization is represented by the following table.

Item	Response	Frequency	Percent
Sex	Male	167	58.4
	Female	119	41.6
	Total	286	100.0
Age	18 -25	58	20.3
	26-35	122	42.7
	36-46	58	20.3
	Above 46	48	16.8
	Total	286	100
Marital status	Married	170	59.4
	Un married	116	40.6
	Total	286	100.0
Level of Education	11-12	23	8.0
	Certificate	26	9.1
	Degree	179	62.6
	Masters	57	19.9
	Doctor	1	.3
	Total	286	100.0
Respondents experience with this organization	1-3	130	45.5
	4-7	78	27.3
	8-12	37	12.9
	above 12	41	14.3
	Total	286	100.0

Table 1 shows the descriptive statistics of the respondent's demography characteristics. Out of the total number of the 286 respondents, 167 (58.4%) respondents are male and 119 (41.6%) are female. This specifies that most of the respondents are male. Regarding the age of the respondents 58(20.3%) are between 18 -25 years old, 122 (42.7%) are between 26-35 and 58(20.3%) are between 36-46 and the rest 48(16.8%) are above 46 years old. This indicates that the employees have young and adult composition as a result they are capable of doing their jobs by sharing experience each other. As the frequency and percentage of the respondents shows the respondents marital status indicate around 170(59.4%) are married and the rest 116(40.6%) are unmarried. These indicate the organization employees have almost equal composition of marital status. More than half of the total number of respondents 179(62.6%) are degree holder followed by master holder 57(19.9%) and 26 (9.1) Diploma the rest of respondents 23 (8%), 1(.3%) are high school completed and PHD holders. Additionally, years of experience in their current organization indicate around 130 (45.5%) have 1-3 year of experience followed by 78 (27.3%) have year of experience between 4-7 years, 37(12.9),41(14.3%)are has year of experience between 8-11 and above 12 years respectively .

Table two: The correlation between the independent variables with turnover intension (Dependent variable) and reliability

Variables	Mean	Std. Deviation	Pearson, r	Level of significant, p	Cronbach's alpha	
					Item	Value
Scope of the job	2.8107	.78222	-.418**	0.000	7	0.776
Compensation	2.3929	.69684	-.408**	0.000	8	0.754
Commitment	2.8858	.80372	-.365**	0.000	6	0.738
Job Routinization	3.1183	.84078	.336**	0.000	6	0.767
Turnover Intension	3.3821	.8596			7	0.846

Notes: ** Correlation is significant at the 0.01 level (2-tailed),

Ha1: There is a statistically significant relationship between scope of the job and turnover intentions

Based on table 2, it found that the relationship between Scope of the job and employee Turnover intention ($r = -.418^{**}$ $p=0.000$) is significant which means the hypothesis H1a was accepted and negatively correlated with turnover intentions this means that as the Scope of the job increase turnover intentions is decrease. The result shows scope of the job is one of the determinant factors for turnover intention. The finding was supported by the study of (Igbaia, 1991; Igbaria and Guimaraes, 1992; Igbaria, Meredith & Smith, 1994; Tutuncu and Kozak, 2007) the effects of a job upon the employees are reflected as contents of a job whether these effects are categorized as interesting or uninteresting, various or consistent, innovative or degrading, easy or tough, challenging or not challenging involve in challenging and exciting jobs, this generally affect whether they will be more involved and gratified in their companies, more dedicated to their companies, and finally, less possibility to leave.

The second variable is Compensation

Ha2: There is statistically significant relationship between employees' compensation and turnover intentions

The result was found to be significant relationship with employee turnover intention at ($r = -.408$ $p=0.000$) which the hypothesis H2a was accepted. The result implied that there is a negative relationship between compensation and employee turnover intention; it is because the correlation coefficient is significant at the level of 0.01. This means that as the compensation increase turnover intension will decrease.

The finding was supported by the study of Roberto (2007) opined that salary strategies and job enrichment strategies were positively related to job Satisfaction and thus has an effect negatively on turnover intentions. In a similar survey conducted on 666 Thai workers, results revealed beside fairness and growth opportunities as job satisfaction for these workers, rewards was also cited as an important criteria for job satisfaction and negate turnover intentions (Lobburi, 2012)

The 3rd variable was Commitment

Ha3: There is a statistically significant relationship between organizational commitment and turn over intentions

The result of Pearson correlation analysis on the relationship between Commitment and turnover intention showed that the independent variable has negative relationship with dependant variable ($r=-.365$, $p=0.000$). It indicates that when employee committed to their job they have low turnover intention. Previous studies depicted a great effect of turnover intention due to organizational commitment and there is a negative relation between them Susskind et al., (2000). Blau and Boal(1987) studied a group of insurance workers and had identified that employees who had a higher level of commitment, will have lower absenteeism and turnover rate.

The last variable is job routinization

Ha4: There is a statistically significant relationship between job routinization and turnover intentions.

The finding shows that job routinization significantly relate with employee turnover intention ($r = .336$, $p= 0.000$) with this, the hypothesis H4a was accepted. The result shows that the relationship is significant between the routinization of the job and employee turnover intention due to the correlation coefficient is significant at the level of 0.01 and the finding indicate the variable is positively correlated. This shows that as routinization of the job increases turnover intention is increases. (Wickramasinghe and Wickramasinghe 2011) stated, in the high volume repetitive environment and employees who are involved in routine labor which has repetitive wok is make worker fed up about his/her work and the employee does try to resign the job. Soonhee Kim (2005) conduct the study on factors affecting state government information technology employee turnover intentions and the finding showed work exhaustion was positively associated with high levels of IT employee turnover intentions—that is, IT employees who perceived high degrees of exhaustion reported higher levels of turnover intentions compared to IT employees who did not.

Conclusion

The objectives of this research was examine the relationship between the Job scope, job routinization, compensation, and Commitment with employee turnover intention, and four hypotheses are developed to determine which independent variable contributes to employee turnover intention. The Pearson's r correlation coefficient was also applied to examine the relationship between the independent variable and employee turnover intention. The findings indicated that there is a negative relationship between Job scope, compensation, and commitment and positive relationship between job routinization and employee turnover intention. From this finding we understand compensation, and job routinization has one of the major factor for employee turnover intention. Organization also expected to give emphases for this factor that enable them to tackle the problems of turnover intention not only the compensation package, the nature of the job in which employees expected to perform like those factor as Job scope and job routinization has also require special human resource management attention. Organization should have to design systems which encourage employee to be committed and nature of the job which considered variety, challenge, motivating and well defined.

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