



**AN ASSESSMENT OF EMPLOYEE TURNOVER INTENTION AT
OROMIA CREDIT AND SAVING SHARE COMPANY**

BY

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**DECEMBER, 2016
ADDIS ABABA, ETHIOPIA**

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A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF ST. MARRY'S
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Acronyms and Abbreviations

OCCSCO	Oromia Credit and Saving Share Company
HRMD	Human Resource Management Directorate
MFI	Micro Financial Institution
SPSS	Statistical Package for Social Science
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CHRO	Chief Human Resource Officer
CIO	Chief Information Officer
COO	Chief Operation Officer

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Abstract

The purposes of this study were to assess' employee turnover intention at Oromia Credit and Saving Share Company. As the annual report of the company shows employee turnover has become a problem for Oromia Credit and Saving Share Company. Oromia Credit and Saving Share Company is one among other organizations that suffer from employee turnover. Among a total number of 120 current employees in Oromia Credit and Saving Share Company 92 employees were selected as the sample of the study. In order to collect primary data, questionnaires were distributed to 92 employees and 85 were completed and returned. Thus, the return rate is 92%, which is quite good. In addition to questionnaires, interviews were conducted with the management of the company to gather data. Thus descriptive method of data analysis employed to analyze the data collected through the distributed questionnaire. The result of the findings indicated the trend of staff turnover is increasing. Moreover, the findings show as a number of employee intentions is voluntary resign. And the drivers are supervision, unfair promotion, less monetary reward and job scope. The environment and peer group relations are good at the company and that is not a serious problem for driver of turnover intention at Oromia Credit and Saving Share Company. Based on the findings, it is advisable that the company to implements the retention mechanism by revising compensation policies, giving leadership and good governance training to all level of managements/supervisor, assigning and promoting employees to different position according to their professional specialties.

Key word: *Employee Turnover Intention ,promotion , supervision, compensation*

CHAPTER ONE

INTRODUCTION

This chapter is proposed to provide information concerning an overview of the research. It involves background of the study, statements of the problems and research questions, objectives, (general and specific objectives), significance, scope and limitation, of the study. Also it includes the definition of important terms and the organization of the research.

1.1 Background of the Study

According to Rodney (2007), Human Resources (HR), the people employed by an organization and the use of their skills in that organization is readily acknowledged as the greatest resource that any organization possesses. The existence of an organization is determined based on the presence of human, financial and material resources. Especially for merchandising business, Non Merchandising or service giving organization human resource plays great role. Without human resource that is difficult to accomplish any activities even if there is an excess of other resource. The greatest role is played by the human resource of one company to attend the goal and objective of the organization throughout the world.

As said by Baron and Armstrong (2007), the concept of human capital is concerned with the added value that people provide for organizations and the actual basis for competitive advantage as well as an important element of the intangible assets of an organization. As a result, effective human resource management is very important to retain and utilize employees who are well trained and well experienced for organizational goal attainment and its success in all dimensions. Among the different challenge faced by an organization, the lion part is taken by human resource.

High turnover may be harmful to a company's productivity since skilled manpower are leaving and the worker population contains a high percentage of learner workers in that organization.

Employee turnover is thus the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment. [Ongori (2007)] According to Hisson (2009), wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Employees turn leads to decreases in employee productivities and additionally it act as a symptom for some other major problems.

As said by Huckman (2008), employee turnover can cost companies a million per year. Employee turnover is a very difficult manner that requires deep understanding of its causes. Many writers such as Amy Marcum (2008) had stated that one of the major reasons behind employee turnover is looking for a better job from the financial point of view and the prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover. This practice can be frequently observed at all levels of the economic ladder, i.e. lower, middle and higher level. However, there is considerable evidence that money is not the only root Cause/Drivers of turnover, even when it is a factor in an employee's decision to quit.

The selected organization for this specific research is Oromia Credit and Saving Share Company Head Office. The researcher preferred to carry out the study due to the gradual increment of high employee turnover in the respective organization and to assess what is/are the drivers and also no research is made related to employee turnover intention and its drivers at respected organization. Therefore, the researcher expected as this research addresses the employee turnover intention driver of high employee turnover and also to suggest how to retain experienced/potential employee in the organization.

1.2 Statements of the Problem

Recently Employee turnover has become a bottleneck for management because of its lion impact on the company scares resources. At this moment, micro financial institutions faced difficult to retain competent, experienced and soundly trained employees as a result of turnover.

Oromia Credit and Saving Share Company is one of the institutions that suffer due to high employee turnover. Annual report of the organization shows the Company faces a frequent turnover of experienced/potential employees, and as such the high turnover is costing the

company in terms of quality service delivery, money and time to replace and train potential employees. The researcher was motivated to conduct this study at Oromia Credit and Saving Share Company because Employee turnover is becoming as a serious problem at this specific Company. The following table shows terminated-employee rate at the Company from 2011/12 to 2015/16 G.C.

Table 1.1: Trends of Employee Turnover Rate

S/N	YEAR	AVEREGE EMPLOYEED	TERMINET ED	TURN OVER RATE
1	2011/12	2574	551	21.4%
2	2012/13	2800	534	19.1%
3	2013/14	3300	513	15.5%
4	2014/15	3500	718	20.5%
5	2015/16	3800	861	22.7%

Source: HRMD Report of Oromia Credit and Saving Share Company, 2011/12 – 2015/16G.C

As shown in the table 1.1 above, employee voluntary turnover becomes a serious problem at Oromia Credit and Saving Share Company. As it is evidence the five years company data exerted above indicates Employee turnover currently increases and become a bottleneck of the company development. Moreover, if we see the company’s annual report of employee employed and turnover rate in the first year that is 2011/12 that is 21.4% and according to the annual report of the company second year and third years turnover decreases 19.1 to 15.5% but in the fourth year it increases to 20.5% and in the fifth year it also increases to 22.7% this five year OCSSCO’S annual report shows as employee turnover is high and increases from year to year specifically after 2013/14. And this problem of the employee voluntary turnover need a serious emphasis to cap up the problem and this shows also as it may increases in future unless a serious measure is taken and this research may give clue what’s the employee intention in future and what is/are the drivers of the intention. Because of this the researcher paying attention to study the problem,

because, the company loses its precious resource and incurring both tangible and intangible costs. Tangible costs include; recruitment and training cost, while intangible costs include; loss of time for recruiting terminated employees, lack of delivering quality service on time, and loss of company good-will and also incompatible in the financial industries.

Based on the information obtained from the Company s' report, attention is made to find and understand the real causes/drivers of employee turnover intention in the company by taking head office staffs and management members. The research addressed the Employee Turnover Intention and Its Drivers in the company and suggests remedial measure to retain well experienced potential employee.

1.2.1 Basic Research Questions

The research seeks answer to the following basic research questions.

1. Have the company employees an intention to voluntarily resign?
2. Why employees of the Company have an intention to voluntarily resign?
3. How the Company set a retaining schemes or strategies to minimize the level of turnover?

1.3 Objectives of the Study

The main objective of this research is to assess employee turnover intention and its Drivers at Oromia Credit and Saving Share Company and also to provide suggestions that would help to set strategies/measures that can reduce if not avoid turnover, and retain employees.

Specifically, the researcher believes that the objectives of the study include the following:

- To asses employee turnover intention in the Company
- To identify the drivers/ reasons of employee turnover intention in the Company and
- To assess what schemes or strategies are designed by the Company to minimize if not avoids the level of turnover.

1.4 Significance of the Study

The researcher believe that, this study able to help human resource management and development directorate and the top management in understanding the intention of employee turnover which harm the progress of respected company performance and productivities.

The research exerted to determine Employee Turnover Intention and Its Drivers in the OCSSCO and the related problems associated with it, so that it helps the organization to be aware of employee turnover intention, its Drivers and Measure have to take. Moreover, the study can serve as ladder for those who are interested to carry out further study in the area.

1.5 Scope of the Study

Employees' turnover can be categorized as voluntary and involuntary turnover. This study however, addresses only voluntary employee turnover intentions of employee in the OCSSCO. The study is delimited at the Head Office of OCSSCO 120 employees of 2015/16GC. The research delimited at head office due to the shortage of time and cost. However, the recommendation providing can help Oromia Credit and Saving Share Company to assess the intention of the employee, what are its drivers and design to implement appropriate trained and experienced employee retention scheme.

1.6 Definitions of Terms

The study uses some important words or phrases that related to the research objectives to describe some of the terms in this study. The definitions are as follow:

- a. **Turnover Intention:** It refers to the deliberate consciousness of the workers to leave their current Company. Intention to quit is the individuals own felling to permanently leaving their company.

- b. Demographic Factors:** Demographic factors are those which are personnel characteristics of employees. These characteristics are include; age, gender, qualification, marital status, working experience or tenure and they may cause employee turnover.
- c. Job Satisfaction:** Job satisfaction is a set of favorable and unfavorable attitudes with which employees view their work. It expresses the amount of agreement between the employee expectations from the job and rewards that the job actually offers.
- d. Job Scope:** Job scope can be defined as the density and challenges of the job contents. Job scope may depend upon some factors. One of the possible factors of job scope is the strength of the growth need.
- e. Monetary Reward:** Monetary reward is viewed as part of the permission system used in the organization to motivate agreements with its rules and regulations. It is viewed as an important remuneration and outcome.
- f. Promotion:** It is the movement of a person to higher level position in the organization. It is also defined as the assignment of an employee to a higher level job within an organization.
- g. Supervision:** Supervision is the process of planning, directing, controlling and organizing the work of others through face to face contact with subordinates. The supervision in this study means that the advice and observation that the managers provide to their subordinate to help them to perform a better job.
- h. Working Environment:** It entails that all activities that take place in the company working area and if not managed properly it leads to employee turnover.

1.7 Organization of the Study

The study consists of five chapters and each chapter has been discussed in detail. Chapter one is an introductory that contains various important parts, such as study background, statement of the problem, clarification of the general and specific objectives of the study, scope, significance and limitation of the study . Chapter two encompasses a review of related literatures which includes; definition, types and drivers/causes of employee turnover intention. Chapter three contains research methodology which involves research design, source of data, study population, sampling techniques, data analysis, and reliability, validity and ethical consideration of data collection tools. The results of analysis and findings develop from the study are included in Chapter four. The final chapter contains a summary of the study findings conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITREATURE

This chapter contains that, review of related literature on employee turnover and associated facet. It includes definition of employee turnover, types of turnover involves voluntary and involuntary and drivers /causes of employee turnover intention. Which consists of demographic factors, job satisfaction, payment /compensation package, leadership style, working environment, promotion, peer group relationship and job scope? Theoretical framework of study also indicated at the end of the chapter.

2.1 Definition of Employee Turnover

Employee turnover has been one of the most studied subjects in organizational behavior literature. To better understand the drivers of employee turnover, one must understand how turnover is defined.

Employee turnover refers to people coming into and people moving out of an organization. Usually, the term refers to what is sometimes called voluntary employee turnover which is the normal turnover as opposed to people being fired in unusual situations (Mattsson and Saraste, 2002). As cited by H. Hammerberg (2002), Price (1977) defines turnover as the degree of individual movement across the membership boundary of a social system. This definition includes the attainment and the hiring of new employees to the organizational work performance. Clifford (2012), briefly states that turnover is any departure beyond organizational boundaries. This indicate that the separation of employee from the employer by any means. Khatri (1976) has defined employee turnover as, “the period of deteriorate to move from a job in one place to some other job in some other place”. This indicates that the movement of employees from one organization to other organization for the same position or some different position derived by the internal desires of the individual. “Employee turnover is a part of normal business activity” (Hope and Mackin 2007). This implies that employees join the organization or the employer and separate from the organization as their life situations change. Deepa and Stella (2012), define employee turnover as, “Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees”.

According to this definition employee turnover means that the assessment of the number of workers an organization should substitute during a given time period to the existing number of workers in an organization.

Employee turnover can be defined as the entrance of new employees into the organizational work environment and the departure of existing employees from the organizational work environment. In line with Kuria and Ondigi (2012), employee turnover is a gradual process. This indicates that an employee starts by an assessment of the on hand job and the atmosphere in the work is being performed. It is believed that work atmosphere plays an essential role on an employee's decision to carry on working in an organization or to stop. Job dissatisfaction follows in deciding to stop working in an organization. On the other hand, the employee may assess the value of searching for the new job. The search for an alternative job takes place and employee evaluates all the jobs that are available for him or her. Judgment is further made with the on hand job and the most option jobs that are searched and final decision is arrive at by either to continue working on the existing job or separating from the existing work as the final step. Employees who are dissatisfied with the existing job are may take the decision to separate from that organization which is not satisfied employees.

Turnover rates for employees can be measured and compared over time and across companies using what is commonly referred to as the employee turnover index. The index is calculated as follows: (Hammerberg, 2002)

$$TTR = [S/N] \times 100$$

Where;

TTR = Total Turnover Rate

S = Number of Employees Separated in the Period

N = Average Number of Employees in the unit in the Period

2.1.1 Turnover Intention

Every organization faces turnover of employees, some of them leaves the organization voluntarily while the organizations discharge some of their employees from the organization. All kind of turnover incurs cost of replacement of those separators, recruitment, selection etc. Studying the behavior of employees who quit their organization is turnover analysis of employees. The organizations can reduce turnover rate but they cannot reduce it to 0%, high turnover rates are not good for the organization so, the organizations try to retain their employees and save their cost. When the employees are not satisfied with their jobs and organizations do have not trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller (Jeffrey, 2007). Turnover is of two types voluntary turnover and involuntary turnover, when employer fire the employees it is said to be involuntary turnover and when the employees quit their job by their willingness it is called involuntary turnover.(Dess and shaw 2001). According to (Staw 1980) Turnover have both positive and negative effects on the organization. The organization has to pay a heavy cost of replacement of employees as a negative consequence; the organization has to pay a big portion of its time to recruiting and selecting activities which will increase the administration's responsibilities. According to (riley, 2006) Employees worker interdependently in an organization, quitting of some of the employees Effect the efficiency of the remaining employees. It is good for the organization to fire the employees who are not productive and replace them with the productive one's which will increase the human capital and the new ones will bring innovative ideas and solutions. According to (Grobler et al, 2005) to reduce conflicts and bring change and innovation to the organization minor turnover is healthy for the organization.

2.2 Types of Turnover

There are a few generally accepted type of employee turnover. For this specific research the researcher need to discuss only Voluntary and Involuntary Turnover. It is necessary to understand the types of turnover to identify the fundamental drivers of employee turnover intention which leads to leave of the company.

When employees leave an organization at their own judgment, it is referred to as voluntary turnover (Curran, 2012). According to this definition the turnover is initiated by the choice of the employee. Abdali (2011), stated voluntary turnover as “The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees”. Voluntary turnover is voluntary cessation of membership of an organization by an employee of that organization (Katamba, 2011). Ronra and Chaisawat (2009), had described that voluntary turnover is the situation when an employee decides to end the relationship with the employer for personal or professional reasons. As per this description, the decision to leave the organization is associated with being unsatisfied with the circumstances of current job and having attractive alternative from other organization.

Employee turnover, as a voluntary phenomenon, refers to an individual’s self-initiated and permanent termination of membership in an organization (Reiche, 2008). As this explanation the turnover occurrence is initiated by the employee his or her self and the turnover is the permanent one. This means once the employee separated from the employer, he or she does not join that organization again. Academic interest in voluntary turnover results from the fact that organizations have less control over employee initiated turnover than company-initiated discharge (Reiche, 2008). Also, since high performing employees are thought to have access to more external employment opportunities than poor performers and are therefore more likely to quit, voluntary turnover is particularly harmful for organizational performance (Reiche, 2008). According to this idea, high performer employees have more opportunity to leave the organization.

According to Nawaz, Rahman and Siraji (2009), Voluntary Employee Turnover means when an employee leaves the company with his own intension. It might be due to better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor. This indicates that voluntary turnover is caused by better job opportunity from other organizations,

existing job dissatisfactions due to different factors in the current organization, bad working condition in the current organization, and unenthusiastic behavior of manager in the current organization.

Involuntary Turnover is the turnover initiated by the organization (often among people who would prefer to stay (Ronra and Chaisawat, 2009). This type of turnover occurs when manager of the organization decides to terminate its relationship with an employee due to organizational bankruptcy or a poor fit between the employee and the organization. Involuntary turnover can be defined as “The turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer’s initiated termination” (Abdali, 2011:3). As per this explanation the turnover is initiated by the natural phenomenon or by the organization itself. Curran (2012:11-12), define involuntary turnover as “an instance of involuntary turnover, or a discharge” that “reflects an employer’s decision to terminate the employment relationship”. This type of turnover is initiated by the employer and the relationship between employee and employer come to an end. The involuntary turnover includes retirement, death, and dismissal because of poor performance result or unethical behavior at work place, as well as resigning to take care of a lethally ill family member or movement of a spouse to another area. The employer may initiates involuntary turnover due to organizational bankruptcy, desires to decrease costs, introduction of new technology, and organizational restructure.

2.3 Drivers of Employee Turnover

Employees voluntarily resign their engagements in organizations for various reasons which can be classified into two: pull and push factors. The pull factors include the attraction of a new job in other organizations. Push factor may be dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere.

2.3.1 Demographic Factors

As said by Abdali (2011), the demographic and personnel characteristics of an employee may be reason of leaving from the organization. These characteristics are include; age, gender, qualification, marital status, experience and tenure. According to Parker and Skitmore (2003),

top performing females have turnover rates that are 2.5 times those of their male counterparts, a fact that they point out to the demands of balancing work and family life. Moreover, it has been found that female managers are more likely to leave their organizations when they perceive a lack of career opportunities within their organizations.

Besides, employees more qualified in their professionalism tend to leave their current organization because they have more opportunity to gain better work than employees who have less qualification. Marital status also has great influence on employees' turnover. Employees who have married, have children, and have stabilized family life situation prefer to stay in organization areas that they stabilized their family life. However, employees who do not married and free to move from place to place can have more chance to exercise turnover. In addition, employee who have more work experience can be leave the current organization since they have more opportunity to gain better work and working condition than employees who have less work experience. A mature person has more confidence and patience on the work place than a younger one. According to Nawaz, Rahman and Siraji (2009), with increase in age a person has greater level of prestige and confidence.

2.3.2 Job Satisfaction

Employees of an organization may do have many attitudes about their work and their working environment. These attitudes vary along many dimensions; include objectives, specificity, strength, salience, and stability of the work and in this sub-topic the attitude of employees on job satisfaction was discussed.

Aziri (2011), defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this definition even though job satisfaction is under the pressure of many external factors, it remains something internal factors that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Ping He, 2008). According to (Judge, Hulin and Dalal, 2009), Job satisfactions are defined as multi-dimensional psychological responses to one's job. These responses have cognitive (evaluative) and affective (emotional) components. Job satisfactions refer to internalevaluations of the favorability of one's job. These

evaluations are revealed by outward that is verbalized and inward that is felt emotional responses. The multi-dimensional responses can be ranged along good or bad, positive or negative phenomenon.

According to Randhawa (2007), high job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover. He argued that job dissatisfaction would be more predictive of turnover. Curran (2012:16) defines job satisfaction as “all characteristics of the job itself and the work environment which employees find rewarding, fulfilling and satisfying, or frustrating and unsatisfying”. Individuals will be satisfied with the job when their expertise, abilities, knowledge and skills are fairly utilized by the organization and when the organization grants opportunities of advancement and rewards.

As said by Nawaz, Rahman and Siraji (2009), Job satisfaction is more about happiness on the work place. It is a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences and it is a widely accepted phenomenon that job satisfaction has negative relation with voluntary employee turnover in an organization. Job satisfaction is the most important variable to understand employee’s intent to leave the organization. As this explanation, dissatisfied employee has more intention to leave the job. Employees can be dissatisfied through different factors like bad work environment, supervisors negative behavior, less growth chances or less monetary rewards. Empirical findings suggest that satisfied employees are more likely to be effectively committed to their organization than those who are dissatisfied (Feng and Angeline, 2010). They observed that job satisfaction rather than organizational commitment related to the actual turnover of employees.

2.3.3 Compensation (Monetary Rewards)

Monetary reward has been defined in such a way like cash or equivalent that an employee receives against his services from the employer. Here equivalent reward includes fringe benefits, medical facilities and provident fund/pension. Monetary rewards have negative effect on employee turnover. This reward helps to raise job satisfaction and likewise suite for minimizing the intent to leave the job (Nawaz, Rahman and Siraji, 2009).

Compensation plays an important role to retaining employees (Abdali, 2011). Researchers believed that frustration with salary and pay strongly motivate employee turnover. The lack of different compensation packages like fringe benefits and incentive pay certainly generate a force

on holding experienced and qualified employees. Employees demand an appropriate level of compensation for their effort. Such compensation may be offered in monetary (direct) reward, such as salary and bonus, or bundled with other non-monetary (indirect) reward such as medical insurance and transportation services (Ut Lon IM, 2010). Poor compensation is widely known as one of the problems in the organization that leads to employee turnover. According to Shamsuzzoha (2003), one of the most common reasons given for leaving the job is the availability of higher paying jobs. This implies that employee leaves the current organization to gain better payment from other organization.

When looking at specific vacancy characteristics, pay level is one that stands out that as being important to most applicants. Pay is considered one of the most effective and important job attributes in determining applicant attraction to the organization. Employees preferred organizations with high rather than low pay, flexible rather than fixed benefits, individual rather than team-based pay, and fixed rather than variable pay (Payne et al, 2010). This indicates that compensation is the most important element in attracting, retaining and utilizing qualified workers.

The perception of getting fairness about the level of compensation, the equality in the sharing of pay and rewards, strongly create turnover. The conventional elimination of compensation packages doubtlessly misjudges the outcome of discernment of fairness on decisions to exit (Abdali, 2011:13-14). According to this explanation, making discrimination during offering compensation may cause employee turnover. Thus, the management of the organization should treat in equitable and justice during supervision, distribution of compensation and other important remunerations to retain well experienced and well qualified employees within the organization. Fair compensation policy is very important for both employer and employees. Employer should compensate its employees in equitable with the work done, and employees should ask the amount of reward according to their work performance result. If so, it leads to reduction in employee turnover.

2.3.4 Leadership (Supervision) Styles

According to Rosse (2010), Leaders are defined as senior executives, those described in academic literature as the upper echelons or the top management team, and more formally referred to as members of the C-suite that is president, CEO, COO, CFO, CHRO, and CIO. The coordination

between managers or supervisors with their sub-ordinates may create impact on employee turnover. It depends on the employee's satisfaction with their supervisors and also the communication skills of supervisors to handle their subordinates (Abdali, 2011). Employees are trusted in how they manage their own time and outputs and they have access to parts of the business previously reserved for management such as strategic, tactical information, and profit. Decision making is a collective and interactive exercise that requires committed participation from both management and employees (Swanepoel, 2008). This implies, are interested in sharing of organizational decision making.

2.3.5 Peer Group Relationship

The employee turnover can be seriously effect due to peer-group relations. The strong relation among the work group, integration, and satisfaction with the coworkers decreased turnover. The well-built peer group relations are remote cause of turnover and also a source of job satisfaction (Abdali, 2011). As this explanation, good and cohesive relationship among workers of the organization can reduce turnover.

2.3.6 Working Environment

Working conditions play vital role to increase job satisfaction and organizational commitment in the labor force community. The work environment includes factors or features that have all work related conditions for employees. Employees want to stay within the organizations just have of clean and healthy environment. The match between proportions of environment and employee values may characterize out trustworthiness with the organization (Abdali, 2011:18). Since employees prefer to work in environment which suitable for their live, working environment is one of the main causes that influence employees to decide on whether to continue or to leave the organization. According to Lambert (2006), Work environment factors, including supervision, autonomy, communication, support, authority, promotion, and input into decision-making, have also been found to be related turnover.

2.3.7 Lack of Promotion or Advancement

Promotion is defined as ‘the movement of a person to higher level position in the company’. Conceptually, promotion is also defined as ‘there assignment of an employee to a higher level job within an organization’ (Masri, 2009). Job promotions might review through different measure scales like, satisfaction with promotions, opportunities for promotions and actual promotions (Abdali, 2011). When employees perceive no growth for future or desire to advance within the system, they have no reason to remain in the current work situation. If employees are not properly promoted, they will leave the organization.

2.3.8 Work Assignment (Job Scope)

Job scope can be defined as, the density of the job and challenges of the job contents. Job scope may depend upon some moderators. One of the possible moderators of job scope is the strength of the growth need. Complexity of job most increases job satisfaction with work and loyalty to the organization in employees who have strong growth needs (Abdali, 2011). This implies that when the job content of the organization is large and complex, it leads to high satisfaction of employees in that organization. In this sense, when employees are satisfied with the works of the organization, it resulted in the reduction of turnover intention. Job involvement may discourage employee to exit. Logically, employees who consider engage in their jobs, psychologically, acknowledged with their jobs, may feel bound to jobs (Abdali, 2011). This implies that when employees are assigned to the position according to their profession and specification, they are more interested and satisfied with their work, and the working environment becomes clear for employees to accomplish intended organizational objectives and objective accomplishment lead to job satisfaction.

2.4 Consequences of Turnover

Consequences of turnover may be at both either organizational or personal levels having both positive and negative consequences. Negative consequences to organizations includes, cost both

tangible like recruitment and selection, training and development, low productivity and intangible cost like moral impact, stimulation of further turnover, impact of work load , disruption of team , and distraction of job performance. Some other negative consequences are strategic opportunity costs, disruption of social and communication patterns (Mobley, 1982; Roseman,1981). Positive consequences include dislocation of poor performer, improvement, flexibility, adaptableness, conflicts resolutions, and a reduction in other withdrawal behaviors (Mobley, 1982). Negative consequences to individual include high expectation which might not materialized, losing seniority, and disruption of social life (Mobley, 1982; Roseman, 1981). Positive consequences include higher income, job challenge, escape from stress environment. (Mobley, 1982).

Generally, turnover is very costly especially at the executive levels. A study had estimated the cost of replacing an executive by 64,000 American Dollar and the cost of unscheduled absence averaging as high as 757 American Dollar per employees (Greenberg and Baron, 2003). Based on understanding the causes and the consequences of turnover, several researchers had suggested solutions and remedies to the problem of turnover through developing strategies for employees' retention.

2.5 Employee Retention

Retention could be improved by many factors like better recruitment effort, selecting right man for the right job, continuous review of job specifications and job descriptions, compensation practices, leadership and supervision, career planning and development, working condition, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours, employee participation, turnover policies and appreciations (Mobley, 1982; Arthur, 2001). Greenberg and Baron (2003) concluded that "Naturally, as working people, we all want to be satisfied with our jobs. Not only does satisfaction keep us from withdrawing from our jobs, but it is also makes them more pleasant and enjoyable. And this, of course, is an important end in itself. McConnell defined job performance in 2003 as an accomplishment that can be observed and measured. Wright & Bonett in 2002 observed age as a variables influence job performance, Cronin & Becherer, 1999 and Fort & Voltero, 2004 found non-financial rewards like recognition of achievement and McConnell, 2003; Tzeng, 2004 found job satisfaction influenced job performance. All these variables should have a positive influence on employee

job performance. In a study conducted in Pakistan RehmanSafdar and AjmalWaheed in 2011 found highly significant correlation of job performance with the job satisfaction.

2.6 Theories about Employee Turnover

Employee turnover is the most studied events in the past and several theories have been developed to explain why employees voluntarily decide to leave their current organization. These include the Theory of Organizational Equilibrium, the Met Expectation, the Linkage, the Unfolding Model of Turnover, and The Job Embeddedness Theory of turnover.

2.6.1 Organizational Equilibrium Theory (OET)

Nawaz, Rahman and Siraji (2009), stated that Employee Turnover occurs when individuals perceive that their contributions to an organization exceed the inducements they received from that organization. According to Osamu (1994), an individual tries to satisfy his/her needs or motives, in many cases he/she cannot get enough satisfaction due to many types of human limitations. When an individual cannot get satisfaction, he/she will withhold or withdraw his/her contributions and will separate from the organization. According to this theory, employees are looking from the organization to provide incentive that balance their contribution. This indicates when the incentive offered by the organization to the employees is less than their contribution, employees become dissatisfied with the inducement and this leads to turnover.

2.6.2 Met Expectation Theory

Premack and Davis (1992) stated that the concept of met expectations as the discrepancy between what a person encounters on the job in the way of positive or negative experiences and what he expected to encounter. Employees' expectations may include fair remunerations, advancement, and good relationship with colleagues and supervisors, suitable working environment, and appropriate work assignment. The essential thought of this theory is that when an employer fails to fulfill an employee's expectations, it will lead to employee turnover.

2.6.3 Linkage Model

Linkage model explains a series of interrelated links between job satisfaction and voluntary employee turnover. In this model one major factor is considered by job dissatisfaction which leads a series of withdrawal intentions like thoughts of quitting, job search intention and fringe benefits comparison, this behavior ultimately is the cause for high voluntary employee turnover (Nawaz, Rahman and Siraji, 2009).

2.6.4 Unfolding Model of Turnover

According to Morrell (2006), the unfolding model is a retrospective, classificatory account of voluntary turnover that treats quitting as a decision process. Unfolding model of employee turnover is specifically focused on four psychological paths that an employee chooses when he leaves the job. Process of turnover starts from a shock that employee's premeditated judgment about their jobs. This shock then directly linked with employees system of belief and images. Ultimate result of this shock employee has to quit the job without considering emotional attachment with the organization (Nawaz, Rahman and Siraji, 2009).

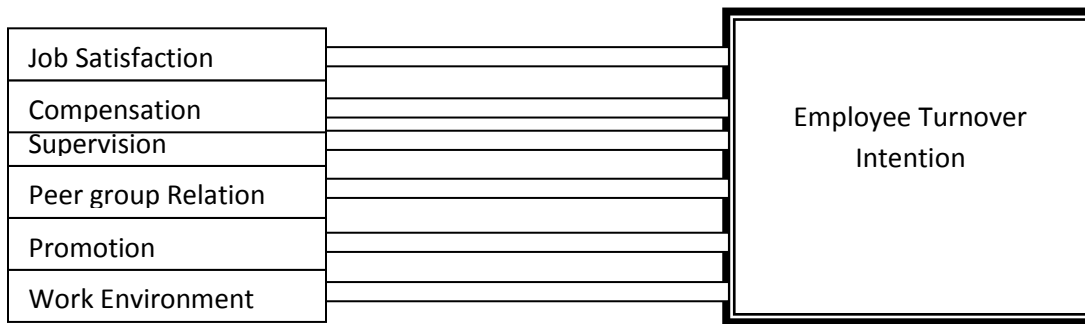
2.6.5 Job Embeddedness Theory

As said by Ramesh (2007), job embeddedness describes the factors that keep an individual from leaving the organization, in spite of experiencing situations that might lead to thoughts of leaving. Job embeddedness can be work related (positive relationships with supervisor and coworkers, good health benefits) or non-work related (spouse works in the same area, parents live in the same community). These work and non-work domains can be further divided into three types of attachment that is links (how many people is the individual connected with), fit (does the individual feel well matched with their work and non-work environment), and sacrifice (what does the individual have to give up in order to leave).

2.7 Study Model

Based on the overall review of related literatures and the theoretical framework, the following model was developed. Job satisfaction, compensation, leadership styles, promotion, peer group relationship, working environment and job scope explained are assumed to be the Drivers/causes of employee turnover intention in our country context specifically Oromia credit and saving share company.

Drivers



Source: Developed by the researcher

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This presents a description of the research design and methodology used in the study. Also it provides an overview of the research study, a description of the instrument used for data gathering, targeted population, sampling procedure, sources of data used, and methods of data analysis, presentation and interpretation.

3.1 Research Design

The study design employed in this research is descriptive research design. From the quantitative method, survey method design has been used. The survey method design was chosen due to time and resource constraints. Hence, the employees of the company have been made to respond to survey. Questionnaires that designed to assess the intention of the current employee of OCSSCO were determined using 5-point Likert scale method, and an interview made with management members. The interviews were used to know the view of managements regarding the turnover intention of current employee of the company, and also what schemes set to retain the employee. In addition, the interviews were designed in a manner to triangulate data from survey. All the variables, employee turnover intention and its drivers were clearly explained.

3.2 Population and Sampling Technique

The population of the study is the whole employees who are working in Oromia Credit and Saving Share Company Head Office which is 120. The researcher needs to focus at head office due to the trend/past history shows the number of employee turnover is high at head office than branch offices and this lead to determine employee turnover intention and its drivers. For the purpose of this study, random sampling method is used for the questionnaires.

The total number of population 120 from the total number of the employee 92 has been selected to respond to survey questionnaires using Yamane (1967:886) sample size determination formula

$$n = \frac{N}{1 + N(e)^2} = \frac{120}{1 + 120(0.05)^2} = \underline{\underline{92}}$$

Where n is the sample size, N is the population size, and e is the level of precision. A 95% confidence level and +- 5% precision.

3.3 Source of Data and Data Collection Tools Used

In attempt to address Employee Turnover Intention and Its Drivers at Oromia Credit and Saving Share Company (OCSSCO) to provide possible recommendations, both primary and secondary data sources employed. With regard to primary data, the data collected through questionnaires filled by Oromia Credit and Saving Share Company employee and interviews conducted with management members were used.

Besides the history of terminated and hired employees data starting 2011/12 to 2015/16 G.C were taken from human resource management and development directorate annual report of Oromia Credit and Saving Share Company.

3.4 Analysis Method Used

Data collected from questionnaires were analyzed by using SPSS 16.0 version. Descriptive statistics is employed to analysis data; descriptive statistics such as frequency and percentage are used to describe the respondents' characteristics, employee voluntary turnover intention and also to identify drivers of employee turnover intentions.

3.5 Validity of the Data Collection Tools Used

Validity refers to the degree to which research instrument measures what it is supposed to. It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. However, an instrument cannot measure the attribute of interest if it is unpredictable, inconsistent, and inaccurate. According to LoBiondo-Wood and Haber (2006), there are three major kinds of validity including content, criterion-related, and construct validity. For this study, content validity is used to assess the validity of the instrument.

Accordingly, the validity of the data collection tools of this study proofs through content validity. Questionnaires developed based on literature review, the basic research questions, comment of the advisor incorporated and contents of the subject.

3.6 Reliability of the Data Collection Tools

The reliability of the questionnaire is tested by using Cronbach's Alpha or called Alpha Coefficient to show the internal consistency of the questionnaire. As stated by MasdiaMasri (2009), the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable.

Table-3.1: Reliability statistics (Cronbach's Alpha Coefficient) for Each Part of Questionnaire

S/n	Section	No. of Items	Cronbach's Alpha
1	Job satisfaction	5	0.824
2	Compensation /Monetary reward	7	0.795
3	Supervision	7	0.928
4	Promotional opportunities	5	0.733
5	Job scope	7	0.822
6	Working environment	4	0.904
7	Peer group relationship	5	0.933
8	Employee Turnover Intention	4	0.815

Source: *Research Questionnaire, 2016*

3.7 Ethical Considerations

The researcher made sure to follow the ethical code of conduct in every detail, instructing the participants to avoid giving their names or any identifying information. The primary ethical concern was that the privacy of the participants would be safeguarded. The participants did not need to provide their names or any sort of identification, which provided a pressure-free environment for them to give responses freely. And also the researcher sites all the reference to avoid plagiarism.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

In this chapter the data obtained on employee turnover intention and its drivers from: OCSSCOS annual report, interview conducted with management member of the Company, and data collected through questionnaires from currently exist employees working in the specific company head office analyzed, presented and interpreted by using SPSS descriptive data analysis method.

4.1 Demographic Characteristics of the Respondents

This section describes the frequency distribution of respondents' personal or demographic characteristics. Demographic characteristics (Gender, age, work experience, educational level and marital status) described by using frequency and percentage respondents' view about employee voluntary turnover intention and its drivers in OCSSCO.

Table 4.1: Demographic Characteristic of the Respondents

S/n	Item	Measurement	Freq.	Percentage	
				Valid %	Cumulative %
1	Gender	Male	71	83.5	83.5
		Female	14	16.5	100.0
		Total	85	100.0	
2	Age	Less than 20	3	3.5	3.5
		21-30	32	37.6	41.2
		31-40	39	45.9	87.1
		41 – 50	9	10.6	97.6

		Greater than 60	2	2.4	100.0
		Total	85	100.0	
3	Educational Qualification in year	High school complete	10	11.8	11.8
		Diploma /level	9	10.6	22.4
		First degree	58	68.2	90.6
		Second degree	8	9.4	100.0
		PhD	0		
		Total	85	100	
4	Service Year/ Experience	Less than a year	3	3.5	3.5
		1 – 2 years	11	12.9	16.5
		3 – 4 years	16	18.8	35.3
		5 – 6 years	17	20.0	55.3
		7 – 8 years	5	5.9	61.2
		greater than 8 years	33	38.8	100.0
		Total	85	100	
5	Marital Status	Married	48	56.5	56.5
		Single	33	38.8	95.3
		Separated	2	2.4	97.6
		Widowed	2	2.4	100.0
		Total	85	100.0	

Source: Research Questionnaire, 2016

As shown in the Table 4.1 above, it contains the summary of respondents' demographic factors. Accordingly, item-1 of the table indicates out of 85 respondents, 83.5% is male and the rest 16.5% is female. Based on the data, it is possible to conclude that the majority of employees currently working in the Oromia Credit and Saving Share Company are male.

Item-2 of the table 4.1 specifies age division of the respondents. As the result the greatest number, 45.9 % of the respondents are in their age of 31 to 40 age group, followed by respondents aged 21 to 30, 41 to 50, less than 20 and greater than 60; 32%, 9%, 3% and 2% respectively. Therefore, almost 87.1 % of current employees at the Company are less than and equal to age group of 40 years. So, the majority of current employees are young and active enough professionals. However, mature person has more confidence and patience on the work place than a younger, because, as increase in age a person has greater level of prestige and confidence and more stay in the company. Accordingly, what can conclude from this data is the majority of employees of OCSSCO intention to ward turnover is high because they are too young.

As indicated under Item-3 of the table 4.1 above is concerning the educational qualification of the respondents. Consequently, the largest numbers of the respondents 68.2% have first degree followed by high school complete whereas 11.8% diploma/level, and only 8 or 9.4% of the respondents have second degree. No one of the respondents has PhD. Depending on the respondents' response; one can conclude that the majority of employees in the Company are professional enough. Therefore, employees more qualified in their professionalism tend to leave their current organization because they have more opportunity to gain better work than employees who have less qualification. Accordingly, it is possible to conclude that, the employee's intention to ward voluntarily turnover increase in this specific company.

As shown in the Table 4.1 of item 4 above, respondents' demographic expression of their working experience or service years of the respondents in the Company. The majority of the respondents that is 38.8% of respondents have been serving in the Company for greater than 8 years, 20.0% for 5 to 6 years, 18.8% for 3 to 4 years, 12.9% for 1 to 2 years, and 3.5% have been

working for less than years respectively. Therefore, the majority of the respondents have been working for more than five years in the Company. So, this is significant for the soundness of the data that provided by the respondents since those who have more stayed in the Company know more about the company and assumed to be they can offer precise information and also employee who have more work experience can be leave the current organization since they have more opportunity to gain better work and working condition than employees who have less work experience.

As shown in the Table 4.1,Item5 of the table above also the majority of the respondents that, 56.5% of the respondents currently working in the company are married whereas 38.8% are single, 2.4% separated and also 2.4% widowed. Accordingly, response of the respondents , it is possible to conclude the greatest number of the employee are mostly married may this is an advantage for Oromia Credit and Saving Share Company achievement of goal because married employees are stable to stay in the company than single employees.

4.2 Analysis of Data Collected for the Study

This section describes the frequency distribution of respondents' response related to employee turnover intention, its drivers (job satisfaction, promotion, compensation, supervision, work environment, and peer relationship) and an interview of the management member's analyses of the data presented and interpreted accordingly.

4.2.1 Analysis, Data of respondent's response through Questionnaires

This section describes the frequency distribution of respondents' response related to employee turnover intention, its drivers (job satisfaction, promotion, compensation, work environment, and relationship). It described by using frequency and percentage of respondents' view about employee voluntary turnover intention and its drivers in OCSSCO.

Table 4.2: Frequency distribution of respondents' response about Employee Turnover Intentions

S/n	Items	Measurement	Frequency	Percentage	
				Valid %	Cum. %
1	I plan to leave my current job	Strongly Agree	37	43.5	43.5
		Agree	19	22.4	65.9
		Neutral	11	12.9	78.8
		Disagree	13	15.3	94.1
		Strongly Disagree	5	5.9	100.0
		Total	85	100.0	
2	I will look for a new job opportunity in next year	Strongly Agree	33	38.8	38.8
		Agree	30	35.3	74.1
		Neutral	10	11.8	85.9
		Disagree	7	8.2	94.1
		Strongly Disagree	5	5.9	100.0
		Total	85	100.0	
3	I will leave voluntarily my present company under any situation	Strongly Agree	25	29.4	29.4
		Agree	30	35.3	64.7

		Neutral	18	21.2	85.9
		Disagree	7	8.2	94.1
		Strongly Disagree	5	5.9	100.0
		Total	85	100.0	
4	I often think about voluntarily leave the company	Strongly Agree	22	25.9	25.9
		Agree	35	41.2	67.1
		Neutral	15	17.6	84.7
		Disagree	5	5.9	90.6
		Strongly Disagree	8	9.4	100.0
		Total	85	100.0	

Source Questionnaire, 2016

As can be seen from item of table 4.2 above, majority of the respondents, that is about 66% (56) agree that they plan to leave their current jobs. On the other hand, 21.2% (18) disagree that they are planning to leave the company. Moreover, 12.9% (11) of the respondents remained neutral.

What can conclude from the result is that most of the employees are not willing to stay with the organization. This will obvious hamper the achievement of the organization, the company will incurred both implicit as well as explicit cost for recruitment or turnover management.

As indicated in table 4.2 above, the second Item the greater number of the respondents, which is 74.1 % (66) agree that they will look for a new job opportunity in next year. On the other hand 14.1% (12) disagreed they will look for a new job opportunity in next year. Furthermore, 11.8 % (10) of the respondents remain neutral.

What can conclude from the results is that majority of the employees will leave for new job opportunity in next year. This obvious as it increases the organization cost to replace the employee will look new job opportunity in the next year. These costs are both implicit and explicitly cost which spent for training the new employee. It leads to it reduces the efficiency and effectiveness of the remaining employee.

As shown above in the Table 4.2 item 3 respondents of 64% (55) agree to leave voluntarily their current jobs. This percent shows as the majority of the respondents agree to leave voluntarily at any situation. Furthermore, 14.1% (12) disagree to leave voluntarily this show as there is an employee who needs to stay in the company. The remaining percentage that is 21.2 % (18) responded as they are neutral.

Therefore, the majority of the current employee of the company intention is to leave voluntarily, even if there is employee who needs to stay. This evidence explains as the employee had intention to voluntarily leave the company at any situation this leads to reduce the productivity of the employee by decreases job satisfaction. Moreover, when the employees are not satisfied with their jobs and organizations do have not trust in their employees the employee's intention towards turn over will be greater, they will leave the organization and the duration of their job will be smaller. As a result, high performer employees have more opportunity to leave the organization.

Table 4.3: Frequency distribution of respondent's response about job satisfaction

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I am not satisfied with my job	Frequency	14	36	8	19	8	85
		Valid Percent	16.5	42.4	9.4	22.4	9.4	100.0
		Cumulative Percent	16.5	58.8	68.2	90.6	100	
2	I am not interested with my current duties and responsibility	Frequency	18	27	10	21	9	85
		Valid Percent	21.2	31.8	11.8	24.7	10.6	100.0
		Cumulative Percent	21.2	52.9	64.7	89.4	100	
3	My current job not valued by other	Frequency	11	24	18	21	11	85
		Valid Percent	12.9	28.2	21.2	24.7	12.9	100
		Cumulative Percent	12.9	41.2	62.4	87.1	100	
4	I fell as am not a hard worker	Frequency	5	19	14	23	24	85
		Valid Percent	5.9	22.4	16.5	27.1	28.2	100
		Cumulative Percent	5.9	28.2	44.7	71.8	100	
5	Most of the time I am not excited about my job	Frequency	7	18	25	24	11	85
		Valid Percent	8.2	21.2	29.4	28.2	12.9	100
		Cumulative Percent	8.2	29.4	58.8	87.1	100	

Source: Research Questionnaire, 2016

As revealed in table 4.3 of employee job satisfaction about 58.8% (58.9) of the respondents agreed as they are not satisfied on their current job. On the other side about 31.8 % (27) are disagree and also 9.4 % (8) of the respondents are neutral. These shows as the majority of the employees are not satisfied with their jobs. The employees which are not satisfied about their current job have been an intention to resign; because of unsatisfied with their current job is one driver to employee turnover intentions.

As can be seen under item two the respondents which are not interested on their current duties and responsibilities, 52.9% (45) of the respondents agreed as they are not interested to the job. This implies as above half of the respondents have not interest. Besides about 30 (35.3) are disagreed, in addition to this 11.8% (10) are neutral. In general these shows as the employee have not interest to their duties and responsibility this leads them as they not accomplish their work and decrease the productivity of the person as well as the company failure to get the goal set by OCSSCO.

As shown in the table 4.3 the greater number that is 41.2% (35) agrees as their job is not valued by other. On the other hand 37.6% (32) disagreed their job is not valued by others. And 21.2% (18) are neutral. What concluded from the result as the work of Oromia Credit and Saving Share Company's work is not valued by others this leads the employee to not satisfied by their job and dissatisfaction in job leads to resign and this shows as the intention of the employee is to resign voluntarily.

As indicated on the Table 4.3 of Item four 22.4% (24) of the respondents agreed as they are not fell as they are a hard worker. On the opposite 55.3% (47) disagree on not fell as they are a hard worker. And 16.5% (14) are neutral. this concluded the greatest number of the employee are hard worker.

As revealed 29.4% (25) responded agree as they are not exited about their job. 41.1% (35) responded disagree and 29.4 % (25) responded neutral. Thus, based on the respondent's response obtained, it can be possible to generalize that employee of Oromia Credit and Saving Share Company is exited on their jobs. High job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover, according to the data of the table 4.2 the majority of the

respondents respond as they are dissatisfied and this shows as the intention of the existing employee is to voluntarily leave the company because job dissatisfaction would be more predictive of turnover intention.

Table 4.4. Frequency distribution of respondent's response about Payment /compensation

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	Monetary reward I got is not enough	Frequency	30	33	7	7	8	85
		Valid Percent	35.3	38.8	8.2	8.2	9.4	100.0
		Cumulative Percent	35.3	74.1	82.4	90.6	100	
2	I am not satisfied with monitoring reward of the company	Frequency	28	36	9	9	3	85
		Valid Percent	32.9	42.4	10.6	10.6	3.5	100
		Cumulative Percent	32.9	75.3	85.9	96.5	100.0	
3	The payment I got is not enough to my living expenditure	Frequency	29	32	9	11	4	85
		Valid Percent	34.1	37.6	10.6	12.9	4.7	100.0
		Cumulative Percent	34.1	71.8	82.4	95.3	100.0	
4	The payment I got not fair to my work experience	Frequency	26	35	9	13	2	85
		Valid Percent	30.6	41.2	10.6	15.3	2.4	100.0
		Cumulative Percent	30.6	71.8	82.4	97.6	100.0	
5	The payment made in my company is not depend on the performance of the person	Frequency	18	18	14	13	22	85
		Valid Percent	21.2	21.2	16.5	15.3	25.9	100.0

		Cumulative Percent	21.2	42.4	58.8	74.1	100	
6	Payment I got is not equivalent to the work done	Frequency	31	29	8	14	3	85
		Valid Percent	36.5	34.1	9.4	16.5	3.5	100.0
		Cumulative Percent	36.5	70.6	80.0	96.5	100.0	
7	Payment not made on time	Frequency	14	25	11	12	23	85
		Valid Percent	16.5	29.4	12.9	14.1	27.1	100.0
		Cumulative Percent	16.5	45.9	58.8	72.9	100.0	

Source Questionnaire 2016

As can be seen from item 1 of Table 4: 5 above, majority of the respondent , that is about 74.1 % (63) agree as the payment they got is not enough. On the other hand , 17.6% (15) disagree as monetary reward they got is not enough. And 8.2% (7) of the respondents are neutral. what conclude from the result is as the payment made by OCSSCO is not enough , this means it is less payment is made by the company than the other industries of the labor markets.

Under Item 2 of Table 4.4 the respondents that are about 75.3% (64) agreed as they are not satisfied with monitoring reward of the company. And on the other side, out of the respondents about 14.1% (12) are disagreed as they are not satisfied with monitoring reward of the company. And 10.6% (9) of the respondents are neutral. Accordingly the greatest number of employee of Oromia Credit and Saving Share Company are not satisfied with payment they got.

As shown under item 3 of Table 4.4 majority of the respondents that is about 71.8% (61) are agree as the payment made by the company is not enough to living expenditure. On the other hand about 17.6% (15) of the respondents disagree the payment they got is not enough to their living expenditure. And the rest 10.6% (9) of the respondents are neutral. Therefore, this shows the payment they got for the majority of employees not cover their living expenditure. This leads to see a vacant post which has an attractive payment from the labor market.

As indicated in 4th item 71.8% (61) which is the greatest number of the respondents are agree as the payment they got is not fair to their work experience. On the opposite side about 17.7% (15) disagree on the payment they got is not based on the experience. And 2.4% (2) of the respondents are neutral.

Based on this it can be concluded as the payment made in the specific company is not based on the experience and this make experienced employees have an interest/ intention to resign to search a reasonable payment ,which can relate with their experience.

As shown in the Table 4.4 of Item 5 respondents 42.4% (36) agree as the payment made in their company is not depend on the performance of them. Whereas about 41.2% (35) disagree as the payment made is not depend on their performance. And the rest 16.5% (14) respond neutral. Based on this it can conclude the payment is not made based on the performance of the employee.

As revealed on Table 4.4 under item 6 of above, majority of the respondents 70.6% (60) agree that payment they got is not equivalent to what they do. On the opposite 20% (17) disagree as the payment they got is not equivalent to the work done. And the remaining 9.4% (8) is neutral. Based on this it is possible to conclude the payment made in OCSSCO is not equivalent to what the employee does. This is the driver of employee turnover intention.

As shown on the Table 4.4 above under item 7 payment not made on time the respondents who agree as payment made on time is 45.9% (39). On the other hand 41.2% (35) disagree as the payment not made on time. And the other respondents are neutral that is 12.9 % (11). This evidence shows as the payment not made on time this means the employee's salary not made at the right time. Based on the data, it is possible to conclude the payment made by Oromia Credit and Saving Share Company is not reasonable and competent in the financial industries labor market. Additionally it is not create competition among employee to perform effectively and efficiently to maximize the profit of the company. Therefore, the intention of employee is to resign voluntarily because of the payment scheme of the company.

Table 4.5 : Frequency distribution of respondent's response about Supervision

S /n	Items	Distribution	Response categories					Tot al
			SA	A	N	D	SD	
1	My supervisor not ask aid from me	Frequency	16	26	17	20	6	85
		Valid Per	18.8	30.6	20.0	23.5	7.1	100
		Cumulative Percent	18.8	49.4	69.4	92.9	100	
2	My supervisor is not a responsible person	Frequency	13	22	21	20	9	85
		Valid Percent	15.3	25.9	24.7	23.5	10.6	100
		Cumulative Percent	15.3	41.2	65.9	89.4	100	
3	My supervisor not recognize my works	Frequency	16	28	17	20	4	85
		Valid Percent	18.8	32.9	20.0	23.5	4.7	100
		Cumulative Percent	18.8	51.8	71.8	95.3	100	
4	My supervisor is not important to shape me	Frequency	14	24	22	16	9	85
		Valid Percent	16.5	28.2	25.9	18.8	10.6	100
		Cumulative Percent	16.5	44.7	70.6	89.4	100	
5	My supervisor not give enough supervision to me	Frequency	20	27	19	16	3	85
		Valid Percent	23.5	31.8	22.4	18.8	3.5	100
		Cumulative Percent	23.5	55.3	77.6	96.5	100	
6	My Supervisor not understand the nature of my work	Frequency	13	28	21	17	6	85
		Valid Percent	15.3	32.9	24.7	20.0	7.1	100
		Cumulative Percent	15.3	48.2	72.9	92.9	100	
7	My supervisor is not always ready to provide the needed support	Frequency	20	35	8	14	8	85
		Valid Percent	23.5	41.2	9.4	16.5	9.4	100
		Cumulative Percent	23.5	64.7	74.1	90.6	100	

Source Questionnaires, 2016

As indicated under Table: 4.5 the majority of the respondents agree 49.4% (42) on that as their supervisor not ask aid from them. On the other hand 30.6% (26) disagree on that their supervisor not asks aid from them. And the rest 20% (17) neutral it is possible to conclude the supervisors are not request aid from the employee.

As can be seen, from Item 2 of Table: 4.5 above, the majority of the respondents agree that, their supervisor is not a responsible person. On the other side 34.1% (29) disagree that their supervisor is not a responsible person. Moreover, 24.7% (21) of the respondent remained neutral.

What can conclude from the data is that, the supervisors of the company are not responsible. This wills obvious hamper the achievement of the organization's goals. Even the company will reduce its productivity efficiently and effectively.

As shown under Table 4:6 of item 3 the greater number of the respondents agree that 51.7% (44) as their supervisor not recognize them. Besides this, the respondents disagree as their supervisor not recognized them is that 28.2% (24). More over 20% (17) of the respondents remain neutral. This data can help to conclude as the supervisor currently present in the OCSSCO not recognizes the work of the employees. And this leads the employee to reduce the interest to implement the policies and procedure of the company to increase its productivity.

As reveled under Table: 4.5 of Item 4 the majority of the respondents that is 44.7% (38) agree as their supervisor is not important to shape them. On the other hand 29.4% (25) disagree that as their supervisor is not important to shape them. Moreover 25.9% (22) remain neutral. Based on this data can conclude as the supervisors in the specific company not shape the employee under her/his supervisions.

As revealed under table: 4.5 of Item 5 the majority of the respondents agree that is 55.3% (47) as their supervisor not give them enough supervision. Contemporarily, the respondents disagree as their supervisors not give enough supervision to them. And remain respondents, which are 22.4% (19) are neutral. Based on this it can concluded as the employee of OCSSCO are not get enough supervision from their supervisor.

As can be seen item 6 of Table: 4.5 the greatest number of the respondents agrees that is 48.2% (41) as their supervisor not understand the nature of their work. Contemporarily, 27.1% (23)

respondents disagree as their supervisor not understands the nature of their work. Moreover, remain 24.7% (21) neutral. This data implies as the supervisor of OCSSCO not understand the nature of the work of the employees, additionally it shows as there is skill gap of leadership knowledge and practice.

As revealed under Table: 4.5 of item 7 the majority of the respondents agree that is 64.7% (55) their supervisor not give enough supervision to them. On contemporary, 25.9% (22) disagreed and the remaining 9.4% (8) neutral. This shows as employees of OCSSCO did not get the needed support from their supervisors.

Table 4.6: Frequency distribution of respondent's response about Promotion

	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	Promotion in my company is not good	Frequency	12	24	17	15	17	85
		Valid Percent	14.1	28.2	20.0	17.6	20.0	100
		Cumulative Percent	14.1	42.4	62.4	80.0	100	
2	Promotion in my company is not based on performance result	Frequency	9	28	11	22	15	85
		Valid Percent	10.6	32.9	12.9	25.9	17.6	100
		Cumulative Percent	10.6	43.5	56.5	82.4	100.0	
3	Promotion in my company is not frequent	Frequency	22	19	9	24	11	85
		Valid Percent	25.8	22.4	10.6	28.2	12.9	100
		Cumulative Percent	25.8	48.2	58.8	87.1	100.0	
4	The chances for promotions in my company is not fair	Frequency	26	35	12	9	3	85
		Valid Percent	30.6	41.2	14.1	10.6	3.5	100
		Cumulative Percent	30.6	71.8	85.9	96.5	100.0	
5	Promotion is not depend on work experience	Frequency	21	35	12	13	4	85
		Valid Percent	24.7	41.2	14.1	15.3	4.7	100.0
		Cumulative Percent	24.7	65.9	80.0	95.3	100.	

Source Questionnaires, 2016

As can be seen from item 1 of Table: 4.6 above, the majority of respondents, are agree ,that is 42.3% (36) as the promotion in their company is not good. On the other hand 37.6% (32) disagree and more over 20% (17) of the respondents are neutral. What can conclude from the results promotion in the company is not good.

As shown under item 2 of Table: 4.6 above, 43.5% (37) agrees as promotion in their company is not based on performance appraisal result. On the other side 43.5% (37) disagree promotion is based on the performance. However, the remaining respondents that is 12.9% (11) neutral.

Therefore, it can conclude as the promotion in the company is not clear where as it is based on Performance appraisal result or not.

As indicated in the Table: 4.6 of item 3 the majority of the respondents are agree that is 48.2% (41) as promotion in their company is not made frequently. On the other side 41.1% (35) and the rest of the respondents remain neutral. Therefore, based on this response of the respondents, it is possible to conclude, promotion in Oromia Credit and Saving Share Company is not made frequently.

As shown in the Table: 4.6 of Item 4 the majority of the respondents are agree that is 71.8% (61) as the promotion in the company is not fair and contemporarily, 14.1% (12) disagree as the promotion in their company is not fair. More over 14.1% (12) respond neutral. According to this data of the respondent can conclude there is no fair promotion in the company.

As indicated under Table : 4.6 item 5 the greater number of the respondents agree, that is 65.9% (56) as promotion is not depend on the experience. On the other hand about 20% (17) of the respondents disagree and the rest 14.1% (12) are remain neutral. In view of that can conclude promotion in Oromia Credit and Saving Share Company is not made up on the experience.

What can conclude from the above discussion as promotion in the specific company is not fair, frequent, based on experience or performance appraisal. Therefore this reduces the interest of the employee to stay in the company.

Table 4.7 Frequency distribution of respondent's response about Job scope

S / n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I am not served with my profession	Frequency	13	22	15	18	17	85
		Valid Percent	15.3	25.9	17.6	21.2	20.0	100
		Cumulative Percent	15.3	41.2	58.8	80.0	100.0	
2	I am not happy with my job	Frequency	7	38	10	19	11	85
		Valid Percent	8.2	44.7	11.8	22.4	12.9	100.0
		Cumulative Percent	8.2	52.9	64.7	87.1	100.0	
3	My job is not in dependent on other	Frequency	11	25	17	19	12	84
		Valid Percent	12.9	29.4	20.0	22.4	14.1	98.8
		Cumulative Percent	13.1	42.9	63.1	85.7	100	
4	I am working under my capacity	Frequency	11	34	10	20	10	85
		Valid Percent	12.9	40.0	11.8	23.5	11.8	100.0
		Cumulative Percent	12.9	52.9	64.7	88.2	100.0	
5	The amount of workload in my current job is not reasonable	Frequency	9	38	9	20	9	85
		Valid Percent	10.6	44.7	10.6	23.5	10.6	100.0
		Cumulative Percent	10.6	55.3	65.9	89.4	100.0	
6	My workload is not fairly distributed compare to among the members	Frequency	15	37	11	16	6	85
		Valid Percent	17.6	43.5	12.9	18.8	7.1	100.0
		Cumulative Percent	17.6	61.2	74.1	92.9	100.0	
7	I am not rewarded better appraisal rate and grade promotion	Frequency	22	34	14	13	2	85
		Valid Percent	25.9	40.0	16.5	15.3	2.4	100.0
		Cumulative Percent	25.9	65.9	82.4	97.6	100.0	

Source questionnaire 201

As can be seen from Item 1 of table: 4.7 above, the respondents, that is agree 41.2% (35) agree as they are not served with professions. On the other hand, 41.2% (35) and 17.6% (15) remaining neutral. According to this data it is difficult to conclude employees are served the company based on their profession but there is an employee who are not served as their profession allow to work.

As it is evidenced, under Table: 4.7 of Item 2, the majority of the respondents, that are agree as they are not happy with their current job are 41.2% (35). Contemporarily, 35.3% (30) disagree and moreover 11.8% (10) remaining neutral. it can be concluded based on the respondents response the majority of the employee in the company are not happy on their job.

As reveled under Item 3 of Table: 4.7, the greater number of the respondents agree, that is 42.3% (36) as their job is independent. On the opposite side, 35.3% (31) disagree and moreover, 20% (17) remaining neutral. Therefore, this responses show, as the most jobs are not independent.

As shown in Table of Item 4 above, majority of the respondents, that is 52.9% (45) agree, as they work under their capacity. On the other side 35.3% (30) disagree this means about 35.3% believes as they work equivalent to their work and the remaining 11.8 (10) neutral. Accordingly the majority of the employee in the company work under their capacity potential.

As can be seen under Item 5 of Table: 4.9 above, majority of the respondents, that is about 55.3% (47) agree, that they hold unreasonable workload. Contemporarily, 34.1% (29) disagree. Moreover, 10.6% (9) of the respondents remain neutral. What can conclude from the results is that most of the employees work load is unreasonable and also in the company.

AS stated under Item 6 of Table : 4.7 above, the respondents of 61.2% (52) agree as the work load in the company is not fairly distributed to the employee, besides this , respondents that is about 25.9% (22) disagree , moreover 12.9% (11) remain neutral. It is possible to conclude as the work distribution in the company is not fairly distributed. This means one is to extreme busy and the other is idle.

As stated above under Table : 4.7 of Item 7 respondents, agree is that 65.9% (56), disagree 17.7% (15) and 16.5% (14) remain neutral. The majority of the respondents are not rewarded better appraisal rate and grade but some can get. What can conclude from the data above the appraisal system in the company is subjective and even may it is possible to give better appraisal

and grade accordingly to their need/demand of relation. Who also the rewarded better performance appraisal rate and grade for promotion.

Table 4.8: Frequency distribution of respondent's response about Environment

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I am not working under the clean environment	Frequency	7	27	8	28	15	85
		Valid Percent	8.2	31.8	9.4	32.9	17.6	100.0
		Cumulative Percent	8.2	40.0	49.4	82.4	100.0	
2	I am not working under stable environment	Frequency	7	24	13	28	13	85
		Valid Percent	8.2	28.2	15.3	32.9	15.3	100.0
		Cumulative Percent	8.2	36.5	51.8	84.7	100.0	
3	Am not working under appropriate environment	Frequency	4	23	14	24	20	85
		Valid Percent	4.7	27.1	16.5	28.2	23.5	100.0
		Cumulative Percent	4.7	31.8	48.2	76.5	100.0	
4	My working environment is initiating me to leave the company	Frequency	6	26	10	25	18	85
		Valid Percent	7.1	30.6	11.8	29.4	21.2	100
		Cumulative Percent	7.1	37.6	49.4	78.8	100.0	

Source questionnaire 2016

As can be seen from Item 1 of Table: 4.8 above, the respondents agree as they are not working under the clean environment that is 40% (34). Contemporarily above have of the respondents are disagree that is 50.5 (43) and the rest 9.4% (8) remain neutral. What can conclude as the work environment of Oromia Credit and Saving Share Company is clean and conducive for work.

As shown Item 2 of Table: 4.8 above, the respondents that are about 36.5% (31) agree that they are working under unstable environment. On the other side 47.2% (41) disagree that as they are working under unstable environment. Moreover 15.3% (13) remain neutral. it is possible to conclude as the work environment of the employee is stable.

As indicated Item 3 of Table: 4.8 above, more than half of the respondents that is about 51.7 (44) disagree, that they are not working under appropriate environment , besides this about 31.8% (27) agree that they are not working under appropriate environment. More over the remains 16.5% (14) prefer neutral. Upon this data of the respondent it is possible to conclude the work environment is appropriate.

As it is evidenced under Item 4 of Table: 4.8 above, the majority of the respondents disagree is that 50.6% (43) disagree that is their working environment is initiating them to leave the company. On the other hand, 37.7% (32) agree as the working environment is initiating them to the intention to leave the company. Moreover, 11.8% (10) remain neutral. Even if it is a reason for some respondents to their intention to leave is because of the work environment the majority not agrees, therefore, there is conducive work environment and this is not significant intention for the employees turn over.

Table : 4.9 Frequency distribution of respondent's response about Relationships

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I have not good team sprit with my team members	Frequency	5	17	15	24	24	85
		Valid Percent	5.9	20.0	17.6	28.2	28.2	100.0
		Cumulative Percent	5.9	25.9	43.5	71.8	100.0	
2	I am not regularly do things with my co-workers	Frequency	4	19	10	31	21	85
		Valid Percent	4.7	22.4	11.8	36.5	24.7	100.0
		Cumulative Percent	4.7	27.1	38.8	75.3	100.0	
3	I am not always shared my personal problems with my co-workers	Frequency	7	21	13	25	19	85
		Valid Percent	8.2	24.7	15.3	29.4	22.4	100.0
		Cumulative Percent	8.2	32.9	48.2	77.6	100.0	
4	I do't know important things about my co- workers as person	Frequency	1	17	17	32	18	85
		Valid Percent	1.2	20	20	37.6	21.2	100.0
		Cumulative Percent	1.2	21.2	41.2	78.8	100.0	
5	I am not participated in the social network of the company	Frequency	4	14	15	29	23	85
		Valid Percent	4.7	16.5	17.6	34.1	27.1	100.0
		Cumulative Percent	4.7	21.2	38.8	72.9	100.0	

Source questionnaire 2016

As can be seen from Item 1 of Table 4.9 above, about 25.9% (22) of the respondent agree that they have not good team spirit with their team members. On the other hand, 56.4% (48) disagree that they have not good team spirit with their team. Moreover 17.6% (15) remain neutral. What can conclude from the results is that most of the employee has a good team spirit with their team. this implies as the team spirit in Oromia Credit and Saving Share Company is good and may this make the employee to stay in the company.

As Shown Item 2 of Table: 4.9 above, about 27.1% (23) respondents agree as they are not regularly do things with their coworkers. On the other side 61.25% (52) disagree that they are not regularly do things with their coworkers. Moreover, 11.8% (10) remain neutral. What is concluded form this, as the work in the company is interrelated and they work in team.

As revealed under Table : 4.9 of Item 3 above, 32.9% (28) agree as they are not always sharing their personal problems with their co-workers. On the other hand 51.8% (44) that is above half of the respondents disagree they are not always shared their personal problems with their co-workers. More over 15.3% (13) remain neutral. What can conclude, from this employee of Oromia Credit and Saving Share Company share their personal problems with each other.

As indicated under Item 4 of Table: 4.9 above, 21.2% (18) respondents agree as they do not know important things about their co-workers as person. Besides this, 58.8% (50) disagree as they do not know important things about their co-workers as person. Additionally, 20% (17) remain neutral. Based on it is possible to conclude the employees know their personal things and also personal problem with each other.

As it is evidenced under item 5 of Table 4.9 above, about 21.2% (18) of the respondents agree that, as they are not participated in the social network of the company. On contrast, 41.2% disagreed and neutral 17.6% this shows as the respondents are participated in social network of the company. What can conclude form this, as the relationship of employee of OCCSO is good.

4.2.2 The views of Management of OCCSCO on Employee Turnover Intention

In this part, the results of the interviews made with the managers of OCCSCO on issues related to employee turnover, its drivers/causes, and intention of current employees is discussed. The results are important in providing comparison between what managers think as Causes/Driver of employee turnover intention and what employees think.

Based on the respond of the interview the view of the managers , they understand as employees turnover increases in the company and they exert the driver/causes, why employee voluntarily resign increases from time to time is due to incompetence in the labor market specially the financial centers compensation or monetary reward system is better than their company. In accordance with the opinion of the managers, the Company have been facing high rate of employee turnover and even the company tries to increase the salary of an employee but not control turnover of skilled human resource of the company because the capacity to increase the compensation payment of the employee by micro financial center is not affordable to free labor market of the financial industry. Even the management members are responding to the interview as their companies major mission is not to make profit rather it is poverty reduction. Therefore this hinders the company to increase salary as the labor market of the financial industries affords. The human resource directorate directors have made an exit interview with employees who are going to leave the company when they submit application letter to the human resource management and development directorate for requesting the certificate of work experience and clearance. Accordingly, the main reason that voluntary resigned employees pointed out is salary difference between Oromia Credit and Saving Share Company and the Company they are going to join. This implies that employees have been leaving the Company's because of lower scale of payment compared to other companies.

According to the managers of the company, the main reason why employees have been leaving the company is due to the lower payment to employees of the Company's. Most of the Company that the ex-employees joined are high profit making companies like private micro financial institutions, private and governmental banks, where there is more attractive salary scale and benefit packages than Oromia Credit and Saving Share Company.

The managers also asked his/her believe of employee turnover increase in future or not. As they respond definitively yes , my intention is it increases and their intention shows as that , “when I travel within the company from one directorate to the other director existing employees observed when they search vacant posts on the advertising newspaper and websites.”

The other interview raised to the manager was what motivational skims are employees set to minimize employee turnover? And they respond to increase salary and other benefit packages. But since there is advanced communication technology for searching better job opportunities through different media, like internet, the managers have a great uncertainty how current employees will stay in the Company. And the management members to studies a new benefit package and structures to mitigate employees voluntary turn over intention. However, there is considerable evidence that money is not the only root Cause/Drivers of turnover, even when it is a factor in an employee's decision to quit.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

High Employee's turnover is destructive to organizational goal attainment. Most managers believe increasing financial benefit would motivate employees to retain within the organization. The contemporary studies try to find the extent to certain motivational variables which are a combination of intrinsic and extrinsic variables being applied influence employees' decision to remain or quit an organization. For that reason, this chapter summarizes the findings of the study, conclusion and provides recommendation for the practices as well as draw attention to future researches on the topic.

5.1 Summary of Findings

Based on the data analysis and interpretations made in the preceding chapter the most important findings are summarized as follows:

- As the past report / trend of the organization shows in the last two consecutive years turnover increases and it indicates as employee intention regarding turnover is high than stay. The result indicates the majority of the employees of Oromia Credit and Saving Share Company planned to voluntarily resign from the company than stay.
- The majority of the current employees of the company are young active enough professionals experienced and Married. This implies as the employee' unstable and have been an intention of voluntarily leave the company than stay.
- The result shows the majority of the employees of Oromia Credit and Saving Share Company planned to voluntarily resign from the company because of different drivers. But the management of the company believes as employee resign only because of better payment of salary as well as benefits.
- The Drivers of employee intention to ward voluntarily turnover from the company are due to job satisfaction, payment, promotion, and job scope.

- The result shows as only for the minority of employees turn over intention driver is environment and peer group relations.
- Employees are not assigned according to their specialties and capacities. Because of this there is a mismatch between the skills the employees possess and the skills needed to perform organizations' work.
- The strategies set to mitigate employee turnover intention is only to increase salary and other monetary benefits package like giving for the existing employee housing loan as retaining mechanism. This result shows as only used to retain an employee who resigns because of payment problem only not focus on other driver.
- As a result, the greatest numbers of workers are looking for better job opportunities and they do not want to stay in the organizations if they get a better job.

5.2 Conclusions

Based on the major findings explained above, the following conclusions were drawn. Employees left their organizations for the attractive payment system from other organizations. This shows as company's payment system is not attractive as such other organizations' salary scales. Employees are not assigned according to their specialties and capacities. Because of this there is a mismatch between the skills the employees possess and the skills needed to perform organizations' work. This makes the employee unfruitful and not satisfied by their duties and responsibilities. From the demographic characteristics of the respondents we can conclude that the majority of the workers in the organizations are male, young and professional enough. The majority of the employees also have been working more than eight years in the organizations. This is advantageous for the organizations since those employees who have longer exposition to the organizational politics, policies, procedures and know the environments of the organizations and have experience to handle situations that arise if the company retains them. Also the majority of the employees in the organizations are married. Being married is also beneficial for the organizations' success and goal attainment, for the reason that married employees are more stable to stay in the organization than single employees. According to findings the drivers of employee turnover intentions are low payment scheme, job dissatisfaction,

and unavailability of frequent and fair promotions, environment and relationships the last two drivers are not sound for resign.

5.3 Recommendations

To be able to attain the intended objectives effectively, managers in Oromia Credit and Saving Share Company should engage in a practical means of retaining well experienced and well educated employees. Thus, based on the summary of the findings, the following recommendations for practice and for further research are provided with the hope that implementation would improve or decrease employee turnover intention and identify its drivers.

Recommendation for practice

- Since the management of the organization is aware of skilled employee turnover, it could strongly work on retention mechanisms like allowing and encouraging employees for a sense of belongingness to their organization, providing fair and equitable promotion and assigning employees to different position according to their professional specialties.
- Oromia Credit and Saving Share Company should revise its compensation or monetary reward or payment system even if the management set strategy to monetary reward of the existing employee it need a very serious emphasis to afford potential employee.
- To retain well experienced, educated and potential employee for its successful achievement of the mission, the company have to make payment which can cover living expenditure, and improve its benefit package to be competent in the labor market.
- Supervisors of the organizations should work closely and communicate positively with subordinates and arrange flexible working circumstances to retain well experienced and well educated employees.
- Supervisors had to advance themselves though attaining different training of leader ship or any general work related trainings.
- The study finding indicates that there is good relationship among employees of the organization. Therefore, it is advisable for all workers of OCSSCO to keep on these good trends.

Recommendation for further research

- Future research can be carried out to determine the effect of other demographic factors like family size, social status etc. which are not included in the present study but may affect employee turnover in order to predict turnover tendencies.
- Future research can be include zonal and branch offices of Oromia Credit and Saving Share Company turnover intentions of employees.
- Furthermore, future researches can emphasize on the effects of political factors and corruption issues on recruitment, selection and retaining employees.

5.4 Limitation of the Study

Although this study tries to cover some aspects of employee turnover intention and its drivers/causes in the Oromia Credit and Saving Share Company, it may have some limitations. Limitation, only focused head office staffs, some sample units who are very loyal to the company might hide the problem from the company side, and some sample units expected to hide some facts. Difficulty of getting resigned employees of the organizations is limited the researcher to rest only on existing employees and the absence of the representative of resigned employees is another limitation. Moreover, the other serious limitation of the study is shortage of time.

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Appendix 1: Questionnaires to be filled by Employees of Oromia Credit and Saving Share Company

ST. MARRY UNIVERSITY

POST GRADUATE STUDIES

MBA PROGRAM

It is a Survey questioner to Employee Turnover Intention and Its Drivers at Oromia Credit and Saving Share Company.

Dear Respondents:

The information to be collected in this questionnaire is only for academic purpose and will remain strictly confidential. Therefore, you're genuine, Frank and timely responses are important to determine the success of this study. So, I kindly request your cooperation in filling the questionnaire honestly and reliably.

NB.

- ❖ Don't write your name
- ❖ Encircle the letter of your choice and put the [√] mark in the box given.

Part-I:Demographic Information of Respondents

1. Gender

A. Male

B. Female

2. Age (in years)

A. Less than 20

C. 31 – 40

E. 51 -60

B. 21 – 30

D. 41 – 50

F. More than 60

3. Educational Qualification

A. Level I

C. Diploma/Level III

E. Second degree

B. Level II

and above

F. PhD

D. First Degree

4. How many years you serve in this specific Company?

A. Less than a year

C. 2 – 4 years

E. 6 – 8 years

B. 1 – 2 years

D. 4 – 6 years

F. More than 8 years

5. Marital status

A. Married

B. Single

D. Separated

C. widowed

PART-II: TURNOVER INTENTION

11. The next statements concern your intention of turnover in Oromia Credit and Saving Share Company

➤ put a (√) in your agreement level

NB

1=STRONGLY AGREE (SA)

3= NEUTRAL (N)

5=STRONGLY DISAGREE (SD)

2= AGREE(A)

4=DISAGREE (D)

No.	Statements of turnover Intention	Scales				
		1	2	3	4	5
		S	A	N	D	S
		A				D
1	I plan to leave my current Job					
2	I will look for a new job opportunity in next year					
3	I will leave voluntarily my present company under any situation					
4	I often think about voluntarily leave the company					

PART III DRIVERS/CAUSE OF EMPLOYEE TURNOVER

12. The next statement relates to your **status of job satisfaction** at your company. Please put ticking [√] in the box of your choice.

NB

1=STRONGLY AGREE (SA) 3= NEUTRAL (N) 5=STRONGLY DISAGREE (SD)
 2= AGREE(A) 4=DISAGREE (D)

No.	I am planning to leave the company because	Scale				
		1 S A A	2 A	3 N	4 D	5 S D
1	I am not satisfied with my Job					
2	I am not interested with my current duties and responsibility					
3	My Current job not valued by others					
4	I fell as am not a hard worker					
5	Most of the time I am not excited about my job					

14. The following statement relates to **Compensation** at your company.

NB

1=STRONGLY AGREE (SA) 3= NEUTRAL (N) 5=STRONGLY DISAGREE (SD)
 2= AGREE(A) 4=DISAGREE (D)

		Scale

No.	I am planning to leave the company because	1	2	3	4	5
		S A	A	N	D	S D
1	Monetary reward I got is not enough					
2	I am not satisfied with monitoring reward of the company					
3	The payment I got is not enough to my living expenditure					
4	The Payment I got not fair to my work Experience					
5	The Payment made in my company depend on the performance of the person					
6	Payment I got is not equivalent to the work done					
7	Payment not made on time					

15. The following statement relates to **supervision style** at your company.

NB

1=STRONGLY AGREE (SA) 3= NEUTRAL (N) 5=STRONGLY DISAGREE (SD)

2= AGREE (A)

4=DISAGREE (D)

No.	I am planning to leave the company because	Scale				
		1 SA	2 A	3 N	4 D	5 SD
1	My supervisor not ask aid from me					
2	My supervisor is not a responsible person					
3	My supervisor not recognize my works					
4	My supervisor is not important to shape me					
5	My supervisor not give enough supervision to me					
6	My supervisor not understand the nature of my work					
7	My supervisor is not always ready to provide the					

	needed support					
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16. The following statement relates to **promotional opportunity** at your company

NB

1=STRONGLY AGREE (SA) 3= NEUTRAL (N) 5=STRONGLY DISAGREE (SD)

2= AGREE(A) 4=DISAGREE (D)

No	I am planning to leave the company because	Scale				
		1 SA	2 A	3 N	4 D	5 SD
1	Promotion in my company is good					
2	Promotion in my company is based on performance result					
3	There is a frequent promotion in my company					
4	The chances for promotions in my company is not fair					
5	Promotion is not depend on work experience					

17. The following statement relates to **job scope** (work assignment) at your company.

NB

1=STRONGLY AGREE (SA) 3= NEUTRAL (N) 5=STRONGLY DISAGREE (SD)

2= AGREE(A) 4=DISAGREE (D)

		Scale
--	--	--------------

No.	I am planning to leave the company because	1	2	3	4	5
		S	A	N	D	S
		A				D
1	I am not served with my profession					
2	I am not happy with my job					
3	My job is not enough independent					
4	I am not working under my Capacity					
5	The amount of workload in my current job is not reasonable					
6	my workload is not fairly distributed compare to among the members					
7	I am not rewarded better appraisal rate and grade promotion					

18. The following statement relates to job **working environment** at your company

NB

1=STRONGLY AGREE (SA) 3= NEUTRAL (N) 5=STRONGLY DISAGREE (SD)

2= AGREE(A) 4=DISAGREE (D)

No.	I am planning to leave the company because	Scale				
		1	2	3	4	5
		SA	A	N	D	SD
1	I am not working under the unclean environment					
2	I am not working under instable environment					
3	I am not working under inappropriate environment					
4	My working environment is not initiating me to leave the company					

19. The following statement relates to **peer group relationship** at your company.

NB

1=STRONGLY AGREE (SA) 3= NEUTRAL (N) 5=STRONGLY DISAGREE (SD)

2= AGREE(A) 4=DISAGREE (D)

No.	I am planning to leave the company because	Scale				
		1	2	3	4	5
		S	A	N	D	S
		A				D
1	I have not good team sprit with all my team members					
2	I am not regularly do things with my co-workers					
3	I am not always shared my personal problems with my co-workers					
4	I do't know important things about my co-workers as person					
5	I am not participated in the social network of the company					

Thank you for your cooperation!

Appendix 2: Interview Questionnaires with organizational management members

ST. MARY UNIVERSITY
POST GRADUATE STUDIES
DEPARTMENT OF MANAGEMENT
MBA PROGRAM

Interview Questionnaires with organizational management members

Dear Respondents;

This interview is designed to gather information on Employee Turnover intention and its Drivers in Oromia Credit and Saving Share Company. The information to be collected in this questionnaire is only for academic purpose and will remain strictly confidential. Therefore, your genuine, free and timely responses are important to determine the success of this study. So, I kindly request your cooperation in responding interview in honestly and reliably way.

NB.

- ❖ Don't write your name

Employee Turnover intention and potential Causes

1. Would you think turnover is available in the company?
2. How serious is turnover in your company?
3. Would you expect employee turnover increase in future?
4. What is your expectation regarding the cause/ Drivers of employee turnover?
5. What motivational skims are employees set to minimize employee turnover?
6. What moderate the effect of organizational commitment on the turnover intention?

Declaration by the Candidate

I sisay Seboka Ergeba , here by declare that the thesis on the title “An assessment of Employee Turnover Intention at Oromia Credit and Saving Share Company Is my work and has not been presented in any other university or college for examination purpose.

Name: Sisay Seboka Ergeba

Signature: _____

Date: _____

Endorsement

This thesis has been submitted to St. Mary's University, School of Graduate Studies for examination with my approval as a university advisor.

ADVISOR

ST.MARY'S UNIVERSITY, ADDIS ABABA

SIGNITURE

December, 2016