

**ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES**



**AN ASSESSMENT OF EMPLOYEE TURNOVER INTENTION IN THE
CASE OF BETHEZATA GENERAL HOSPITAL**

**BY
MANEAYEH BEREHANU**

MAY 2016

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

In the undersigned, declare that this thesis is my original work, prepared under the guidance of Teklegiorgis Assefa (Asst. Professor). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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ACRONYMS

BGH:	Bethezata General Hospital
CIPD:	The chartered institute of personal and development
HRM:	Human Resource Management
BHS:	Bethezata Health Service

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Abstract

The study was designed to assess turnover intention in the case of BGH. Target population will be defined as the entire group of BGH has a total number of 200 employees. For sampling purpose we can divide the staff in to three groups. Medical staff has 150 employees that include medical doctors, nurses, pharmacy. Non –medical has 42 employees includes finance, receptionist, sanitary, security, drivers. Management has 10 employees that include medical director, general manager and each department heads. 60 employees will be taken by using convenience sampling technique from each department proportionally. Questionnaire and interview were used for data collection. Descriptive statistics such as percentage, mean value and SD were employed for data analysis. Overall, 29(58%) respondents who will probably look for a new job in the next year of respondents 19(38%) of them strongly agree and 10(20%) of them agree with the statement, 11(22%) of respondents neutral and 1(2%), 9(18%) strongly disagree and disagree with the statement respectively. This shows that more than half of them are intending to leave the organization if they get any opportunity. 10 (20%) and 10 (20%) responded to the statement they often think about quitting agree and disagree with the statement respectively, 9(38%) and 10(20%) are not intending to leave their current job. 11(22%) kept in neutral position regarding about think quitting. The main finding indicated that dissatisfaction with pay structure, mismanagement regarding job related factors and unfair promotion systems were some of the factors for employee turnover intention. Therefore, BGH should employ different strategies to motivate and retain its employees in order to be able to achieve its objectives.

Key words: Turnover intention, Dissatisfaction with pay structure, Mismanagement regarding job related factors, Promotion

CHAPTER ONE

INTRODUCTION

This chapter addresses the introductory parts of the research including background of the study, definition of terms, statements of the problem, objective of the study, significance of the study, scopes of the study, limitation of the study and organization of the research report.

1.1. Background of the study

In order for an organization to be successful, it must continuously ensure the satisfaction of its employees (Berry, 1997). An organization with more satisfied employees tends to be more effective (Robbins & Judge, 2007), besides, happy workers are more likely to be more productive workers. Man power in an organization is the most important asset or resource to enable organizations to do their business. Without human resource, the organization will not be able to implement the developed business plan and retaining them has become a challenge to organizational management because of varied employee needs.

In studying turnover and shortage in medical profession, recent decades have witnessed an increasing interest in understanding why employees leave (Vander Heijden, Van Dam & Hassel horn, 2009). However, knowing the reasons for leaving is too late to stop the actual leaving and detecting the presence of intention to leave feeling is said to be better in supporting the effort to prevent or minimize employees' leaving. In fact, voluntary turnover is said to be best predicted by employee's intention to leave (Price, 2001). Thus, further understanding and investigation of the existence of the turnover intention to feeling is crucial. It is important to know the signals to turnover by studying the employees' turnover intention so that necessary preparation and preventive action can be taken.

BHS invest a lot on their employees in terms of acquiring developing maintaining and retaining them in the organization. Therefore managers at all cost minimize employee turnover developing full understanding about employee turnover more specially determine employee turnover effective and strategies that managers can put in place will help them to minimize turnover. With globalization which heightens competition organizations must continue to develop tangible products and provide better services by utilizing their resource among these human resource is extremely crucial to the organization since it value to the

organization is essentially intangible not easily replicated (Meaghan Stovel, Nick Bontis (2002).

In this current competitive corporate environment, staff turnover has been always a key issue that needs to be addressed. The importance of employee's retention and cost of employees quitting is well known in the hospital area. Quitting of an employee means quitting of tacit knowledge and loss of social capital. Turnover increases operation cost and cost of induction and training (Ongori, H., 2007.) Staff turnover is costly to all level of organizations regardless of their nature and usually the productivity and quality of the products or services are always negatively affected. High staff turnover would bring destruction to the organization in the form of both direct and indirect costs moreover it will jeopardize the progress of active an organizations predetermined objectives and goals In addition to monetary measurable cost, non-monetary costs such as deteriorated reputations and goodwill, loss of customers loyalty, reduced branding trust, etc. may bring forward much more severe and negative long term impact than monetary cost instead (N. Ali, 2009.)

Bodla MA, Hameed A (2008) suggested that employee's turnover will have substantial cost or risk of losing social capital. They further stated that the dimension on the employees' turnover intention, which is a controllable and uncontrollable force. Turnover intention is a serious issue especially in the field of HRM. Turnover costs consist of cost of recruiting and selecting new employees as well as the cost of loss of customers due to the low experience of new worker. If an employee intends to leave and contributes to turnover rate, the losses a company bears are much greater than paying a high wage the employee. It is difficult for management to decide what makes employees happy to understand and to provide the employee needs. Employee turnover demands serious management attention because of it high performance levels, it puts pressure on the organization scarce resources which turn to be costly, people tend to change jobs within a year rather than choose to grow in one. Thus, it is important to retain the workers in the organization especially competent senior staff or skill workers.

Background of the Hospital

Bethzata Health Service (BHS) is comprised of the four different medical discipline which are hospital, clinic, laboratory and pharmacy, each of which was established with in the last 20 years. All establishments have the best experience proven management teams that are expected to remain in each facility. These facilities have more than 400 employees. The finance, IT and accounting departments are centralized in the administration office around stadium.

BGH the number of employee in the hospital is around 200. It includes management staff, medical doctors, nurses, lab technician, pharmacists, finance, receptionist, and other disciplines. BGH mission includes the following to deliver quality medical service in a cost effective manner, in addition to playing an active role in Ethiopia's development in healthcare and overall economic development.

1.2. Statement of the problem

Employees are not "owned" by organizations like any other asset and, as such, staff turnover is a reality for BGH. It is natural and healthy for people to leave the organization from time to time as this allows for the introduction of fresh ideas and innovations, flexible career opportunities, and enhances satisfaction in the workplace (Howell LP, *et al.* 2012). On the other hand, unless organizations retain workers for a reasonable period, they are unlikely to be able to provide the quality services required to remain competitive (Hagedorn LS, 2000).

Turnover of skilled and professional healthcare staff can incur substantial costs for organizations. Recruiting and training new employees are very costly for organizations. High staff turnover can also influence negatively an organization's capacity to meet patient needs and provide quality healthcare services (Shields MA, Ward M., 2001). Employees' behavioral intention to turnover is a predictor of their actual turnover (Parasuraman, 1982).

In Ethiopia health service organization and management is decentralized, but, there is still shortage of health professionals in different disciplines. This has a great deal of undesirable impact on efficiency and resource allocation (Government of Ethiopia and the World Bank, 2004). Looking at the number of staff left health care institution in the five years between 1995 and 2000 rural hospitals were affected most with 33.3% of the staffs left, followed by regional hospital, health centers and central hospital each suffered 20% loss. The main cause for attrition was low salary followed by lack of educational opportunity and poor career

structure (Government of Ethiopia and the World Bank, 2004). According to a survey done in the country 74.6% of medical doctors, 62.5% of pharmacists, 50.6% of nurses, 50.0% of sanitarians, 36.4% of pharmacy technicians, 45.5% of laboratory technicians and 34.2% of health assistants respectively responded that they were not satisfied with their job (Government of Ethiopia and the World Bank, 2004). Reasons for dissatisfaction were low salary (60.3%), narrow opportunity for further education (24.8%), inadequate facility and supplies (20.1%). Among those who reported satisfaction from their job, the main reasons were satisfaction from helping others (43%), professional gratification (32%) and the amount of monthly salary (18.1%), (Government of Ethiopia and the World Bank, 2004).

BHS is currently under a serious threat from high rate of employee turnover. The turnover has been at an alarming rate over the past few years. It involves all level of employees from lower level to the medical doctors. According to the hospital management report the rate of under staffing employee is around 18% to 20% turnover of the staff per year. The number of medical professional staff found in small number compared the total staff number. Many reasons explain why employees withdraw from the hospitals especially in an economy where skills are relatively scarce and recruitment is costly, or where it takes several months to fill vacant positions as the present situation in the Ethiopian public sector.

Employee turnover has been recognized as a major managerial concern in contemporary work organizations. First, replacing employees may be costly, both in recruiting and training employees to obtain satisfactory levels of performance over time (Collins and Smit, 2006).

In health sector the department of Human Resource Management has become a focal point for hospital performance. This department where by planning, recruitment, motivation, compensation and training need assessment is done.

Various studies were carried out to understand the major causes of employees' turnover and retentions mechanisms that hospitals should develop. Most of these studies were carried out by developed countries and few developing countries. Some studies indicate that every aspect of hospital is employees because turnover of employee leads to incurring of costs.

Therefore, the purpose of this study is to assess employee's turnover intention in BGH and to investigate the intention and causes of employee turnover as well as proposing employee retention strategies.

And this study aims at investigating and finding solutions to the question “why is the employee turnover rate at the increase” given all the measures and efforts the BGH has taken to address the problem? This is because many studies was conducted as will be shown in the literature review but still there is a research gap on the retention program that hospitals adopts in solving this problem. Perhaps this study will help to identify the solution to solve or reduce the gap.

1.3. Research questions

The following research questions are designed to guide the attainment of the objectives of the study.

1. What are the factors which lead to employee turnover in BGH?
2. What are the different demographic factors that affect employee turnover in BGH?
3. What are the importances of having retentions strategy to the BGH?
4. What are the satisfaction levels of the works?
5. What is the level of employees’ interest to stay in the BGH?

1.4. Objective of the study

The study will have the following general and specific objective.

General objective

The General Objective of this study is to assess employee turnover intention in the case of BGH.

Specific objectives

The specific objectives of the study are

- ✓ To identify factors which lead to employee turnover in BGH.
- ✓ To examine the different demographic factors that affect employee turnover in BGH.
- ✓ To identify the effectiveness of retention strategies that needs to be in place.
- ✓ To investigate the level of employee satisfaction.
- ✓ To find out the effect of employees perception on the application of organizational procedures on turn over intention.

1.5. Significance of the study

The significance of this study will be tailored towards creating an opportunity for the organization to know and to have a clear picture on turnover intention of the employees and factors leading them to leave the hospital. It helps in order to minimize employee turnover or create an environment which is conducive to employees and to retain them. More specifically the knowledge of factor affecting turnover intention can help BGH to manage employee turnover and human resource better. It will help the organization to develop remedial action to reduce the turnover of employees and minimize any effect that may be faced.

The study will add same contribution to the existing literatures on employee turnover intention and will invite other researchers to further conduct research regarding the topic in the Ethiopian organizations context.

1.6. Scope and Delimitation of the study

BHS is comprised of the four different medical disciplines which are hospital, clinic, laboratory and pharmacy. The finance, IT and accounting departments are centralized in the administration office around stadium inside BGH. This study will be limited to the BGH only. There are many factors affecting employee turnover intention this study focuses only in the following factors these are pay, promotion, the work itself, supervision and communication. The focus of the study only assesses turnover intention of BGH employees.

Definitions of terms

Employee turnover intention: - is a mental decision prevailing between an individual's approach with reference to a job to continue or leave the job. (JacobsG.AndRoodt E. 2007)

Employee turnover: - is the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi SM, Hollman kW (2000).

Human Resource Management: - refers to the policies and practices one need to carry out the peoples of human resource aspects of management position including recruiting, screening, training and appeasing. (Gary Dessler, 2004)

1.7. Organization of the study

The research paper is organized five chapters. the first chapter deals with the introductory part which include background of the study, definition of terms, statements of the problem, Research questions, objective of the study, significance of the study and scopes/Delimitation of the study. The second chapter discusses the review of related literature. Design of the research i.e. participation of the study, data source of the study, data collection tools, procedures of data collection methods of data analysis are presented in the Third Chapter. The fourth chapter will be focused on data analysis and interpretation; finally there will be conclusion from findings, recommendations and future research directions will be forwarded in the fifth chapter.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Any organization whether it is public or private needs to retain its efficient and productive staffs to the maximum possible period in order to achieve its objectives. These important consequences of turnover, have led to much research of this topic. However, the lack of standard records of why employees leave Lee and Mitchell (1994) and Morrel (2004) have stymied research in this area. Organizations need to understand the reasons why employees leave in order to lower their turnover rate.

2.1 DEFINITIONS OF EMPLOYEE TURNOVER

Employee turnover is defined by different writers in different words but in the same contexts some definitions given are stated as follows. Employee turnover (sometimes known as labour turnover or wastage or attrition) is the rate at which people leave an organization (Armstrong, 2010). Employee turnover is defined as the individual movement across the membership boundary of the organization (Price 2001, Twala et al 2012). The chartered institute of personnel and development (2007) defines employee turnover as the ratio comparison of the number of employees an organization must replace in a given time period to the average number of total employees in their Owen definition. Abessi and Hollan(2000) define turnover as the rotation of employee around the labor market between firm's job and occupations and between the states of employment and unemployment. Malik *et al.* (2011) generally defined turnover concept as labor movement, which contained three dimensions of (1) regional movement, showing an employee transferring from one region to another, (2) occupational movement, referring to an individual transferring from an occupation to another, and (3) industrial movement, presenting an individual transferring from one industry to another.

2.2. Types of Turnover

Two popular ways of classifying employee turnover are voluntary versus involuntary and functional versus dysfunctional. Employee turnover according to (Iverson and Pullman 2000) can be classified as voluntary to include withdrawal out of volition or involuntary to include layoffs and dismissal.

Employee turnover can be grouped into different categories.

2.2.1. Voluntary and Involuntary

2.2.1.1 Voluntary Turnover: The specific form of turnover of interest for most organizational research is voluntary separation or quits (Bluedom, 1982); (price, 1997). According to Dess and Shaw, 2001 Voluntary turnover is an employee's decision to terminate the employment relationship.

According to lee & Maurer (1997) voluntary employee turnover has been a growing concern amongst HRM managers and researchers during the last century (Barnard, 1938); March & Simon (1958) probably because retention of knowledge workers can become a source of competitive advantage for a company (Sigler, 1999).

Voluntary turnover often results in departing employees migrating in most cases to competing firms creating a more critical situation since their transferred knowledge can be used to gain. Employee turnover is the rotation of workers around the labor market between firm's job and between the states of employment and unemployment (Abassiet *al* 2000).

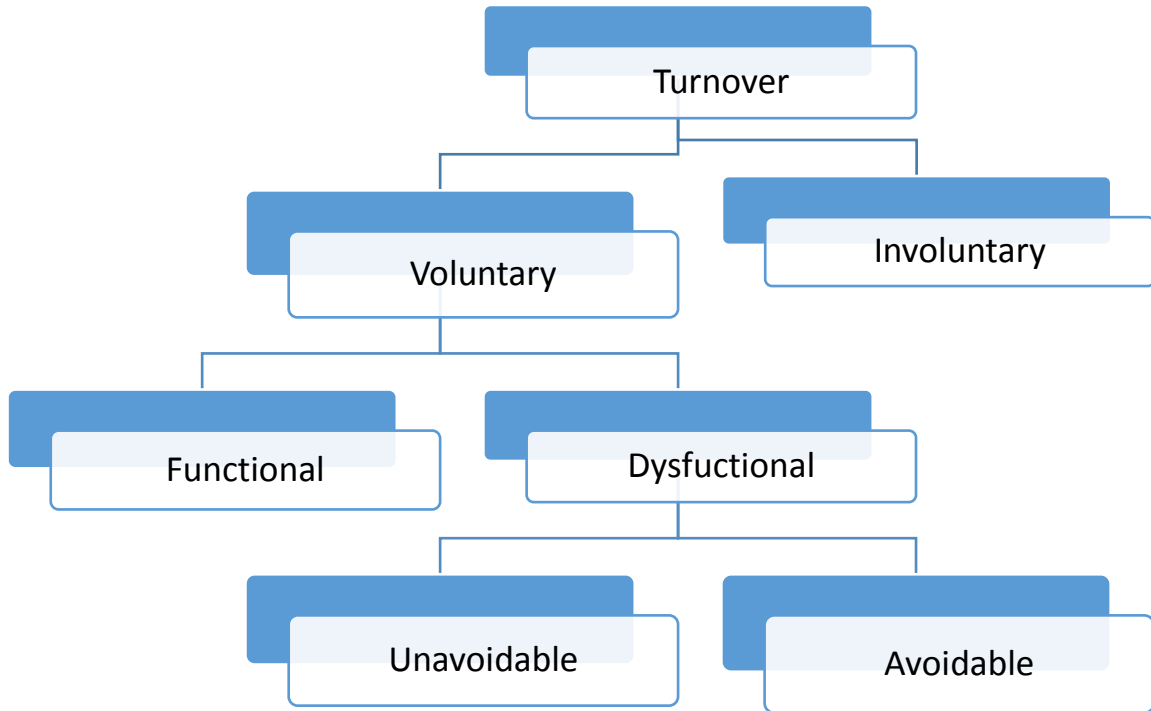
2.2.1.2 Involuntary Turnover: Involuntary turnover is an employer's decision to terminate the employment relationship. These types of turnover usually initiated by the employer or they occur when management decides that it needs to terminate its relationship with an employee due to an economic necessity or poor fit between employee and the organization it is the result of very serious and painful decisions that can have a profound impact in the organization, especially the employee losing his/her job (Dess and Shaw, 2001).

2.2.2 Functional vs. Dysfunctional Turnover

Functional turnover describes the situation where a poorly performing employee leaves the organization. It is therefore, functional from the employer's perspective. Dysfunctional turnover on the other hand is a term used to describe the situation when high performing employees leave the organization which is costly to the organization and considered a problem when it constitutes of several of such kind of employees. (<http://www.mintrac.com.au>)

2.2.3 Avoidable and unavoidable: avoidable turnover is caused by factors that the organization may be able to influence or handle. For employees who leave the job because of low job satisfaction, problems of mismanagement, benefit packages ... etc can be retained through

improving the stated administration activities. Unavoidable employee turnover stems from cause over which the organization has little or no control of it. For instance organization may not able to control employee who is going to leave because of health problem or desire to relocate to other geographical areas (David, 2008).



David Loquercio, Mark Hammersley and Ben Emmens Understanding and addressing staff turnover in humanitarian agencies Number 55 June 2006

International journal of Humanities and social science classified employee turnover as internal or external. When employees leave their current job and take new role or position within the same organization called an internal turnover. External turnover will happen when employees quit their current job and join other organization (Flex, 2012).

2.3 Turnover Causes and Influencing factors

According to the study by Bowen & Sihel (1997) turnover is a consequence of two variables. The first one is (1) perceived desire of movement, whereat high desire is done to lack of job satisfaction and lack of internal careers opportunities. The other variable, (2) perceived ease of movement, are due to the number of external job alternatives. These variables can help organizations to predict voluntary turnover.

Another research studies indicated that employees resin their organization for a variety of reasons; these can be classified in to the following parties.

2.3.1. Demographic factors

Studies focus on the demographic factor to see whether is associated to age, material status, gender, number of children, education, experience and employment tenure (Spector, 2008). Empirical studies have demonstrated that turnover is associated in particular situations with demographical and biological characteristics of workers. Several studies have reported negative relationship between turnover and three demographic factors, age, tenure, and income level (Arnold & Feldoman, 1982);(cotton & Tuttel, 1986); Mobley *et al*, 1979);(price & Mueller, 186).

According to Kondalkar(2007), the most significant factor among demographic factors to affect turnover are listed as follows.

- **Age:** Age is one of the important factors to generate productivity. Job performance and turnover declines with increasing age and therefore less job opportunities, hence there are less of resignations. Older people generally get higher wages, longer paid vacation and they stick on to the job because of pensioner benefits.
- **Marital status:** Marriage imposes increased responsibilities on an individual; therefore an individual desires to have a steady job. Married employees have fewer absences, lesser turnover and higher job satisfaction. Even if there is no clear cut information about the impact of marital status on productivity, absenteeism, turnover and job satisfaction, since marriage increases the family commitment, it is expected for an individual to not change organizations.
- **Tenure:** Tenure is referred to as experience. There is a positive relationship between seniority and job performance and negative relationship between seniority and absenteeism.

Employee turnover is negatively related to seniority. Research indicates that experience and satisfaction are positively related. Seniority and indicator of job satisfaction than the age of a person, Level of education, on the other hand, is found to be positively associated with turnover suggesting that the more educated employees quit more often (Cotton & Tuttle, 1986).

2.3.2. Personal factors

Personal factors such as health problem, family related issues, children education and social status contributes in turnover intentions. There is another important variable “job hoping” which also contributes in turnover intention.

2.3.3 Push factor

Push factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors are internal and can be controlled by organizations. According to loquercio (2006)(cited in Ali Shah et al, 2010), it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. However, sometimes employees are pushed due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into Organizational factors and attitude factors.

There are many factors which are attached with an organization and work as push factors for employee to quit. Among them which are derived from various studies are salary, benefits, and facilities; size of the organization (the number of staff in the organization); location of the organization (small or big city); nature and kind of the organization; stability of the organization; empowerment and organizational justice.

Attitude is another kind of push factor which is mostly attached with employee behavior. Attitude factors are further classified in to job stress and satisfaction. Job stress includes variables such as role ambiguity, role conflict, work overlord and work family conflicts that creates stress on the individual employee which pushes to leave.

2.4. Turnover intention

Different researcher defines and explains turnover intention in the following ways.

Employee turnover intention is among the strongest predictors of actual turnover and work/job stress in one of the important antecedents to turnover intention (Barney, 1991).

Turnover intention is the conscious willfulness to seek other alternative job opportunities in other organizations (Meyer 1993); and according to Tett and Meyer (1993), it is the conscious and deliberate decision to leave the organization.

Turnover intention as stated by Sousapoza and Henneberger, (2002) is the reflection of the (subjective) probability that an individual will change his or her job within a certain period of time.

Employee turnover intention is a mental decision prevailing between an individual's approach with reference to work to continue or leave the work (Jacob and Roodt, 2007).

Ali (2009) holds that turnover intention may be seen as the intention of employees to quit their organization. Similarly, it is an individuals' own estimated probability that they are permanently leaving the organization at some point in time in the near future (Vandenberg and Nelson, 1999).

Heydarian and Abhar's (2011), concept of Turnover Intention which is defined as the overall attitude and behavior measurement of employee deciding to voluntarily leave the work.

Guest *et al.* (2011) mentioned that turnover rate would reduce when the employees reduced the turnover intention; therefore, turnover intention and turnover behavior were dependent concepts.

2.5 Methods of identifying reason for employee turnover intention

Since turnover involves the most important resource of an organization, it needs to be examined and monitored. Organizations need to know who is leaving, why they are leaving, and whether any effort on their part can slow turnover. Several different methods are available to researchers seeking to investigate why employee choose to leave. Here we consider four contrasting approaches: exit interviews, survey of ex- employees, attitude surveys, and quantitative approaches (Taylor, Stephen, 1998).

Interview

Undertaking formal interviews with employees before they leave the organization is a common method used to develop understanding of their motivation for resigning. The most straightforward approach is to take the resigned through a questioner of direct question concerning his/her satisfaction with pay, supervisor, development, opportunities, and relationships with colleagues and job content. There are, however, a number of problems with such approaches that can serve to reduce their effectiveness. First, there is the tendency of

employees to develop a far more optimistic outlook after they have secured a new job and resigned. Their original reasons for seeking alternative employment offer get forgotten as they move toward their last day.

Such feelings are compounded if counter-offers are made to encourage them to stay and may disappear completely in the last days as cards are sent, leaving presents bought, affectionate speeches given and farewell parties held. This is often not, therefore, the best time to ask them for an honest and well-balanced assessment of their reasons for quitting Taylor, Stephen, 1998.

A further problem arises when supervisors or department heads undertake exit interviews because leavers will often hesitate to implying any criticism of them-particularly if they believe that they will require positive references in the future. The reason given for leaving may thus obscure the whole truth or may even be entirely false, ACAS, 2005. It can thus be argued that exit interviews, if used at all, should be undertaken very soon after the resignation has been confirmed, and that they should be carried out by an individual who will not have any role in writing future job references Taylor, Stephen, 1998.

Surveys of Ex-employees

Another way of collecting information about the reason for staff resignation is to contact former employees some months after they left the organization and ask them for a considered view of their reasons for resignation. While the use of this method is relatively rare, as cited by Stephen Taylor, there have been a number of cases covered recently in the personnel journals that indicate some large organizations are experimenting with it. Openness is further encouraged if the surveys are carried out by independent bodies and are clearly labeled “private and confidential”

Attitude surveys

A third approach is to seek the views of employees before they leave and so provide a basis for the development of policies and practices that will deter them from so doing. These too are truly effective only if confidential so as to maximize the chance of employees stating honestly how they feel about their jobs, their perceived opportunities, their bosses, colleagues and the organization as whole. Questions can also be asked about their current intentions as

regards the future and about their prediction of alternative career paths open to them. Such approaches enable employee to anticipate in which areas futures turnover is most likely to occur, and to gain an insight into the main causes, (Taylor, Stephen, 1998).

Quantitative approaches

An alternative method to use of surveys is to make use of the employee records to compare the data or characteristics of those who leave with those who stay. Although quantitative approaches are unlikely in themselves to give a particularly clear picture of reasons for turnover, they may revile some interesting general trends and can usefully supplement information gathered using the three other methods outlined above.

Therefore, this research would indicate a connection between these previously identified variables and employee turnover.

2.5 Measuring Employee turnover

The chartered institute of personal and development (CIPD) in the United Kingdom developed a simple and most common way of measuring employee turnover. The method, according to the CIPD (2007) is to measure the number of leavers in a period as a percentage of the number employed during the same period, usually on a quarterly or annual basis. This is sometimes called the separation rate (SR). This is expressed as follows:

$$\frac{\text{Number of leaves} \times 100}{\text{Average number working}} = \text{Separation rate}$$

The CIPD (2007) further states that, unless there are special circumstances such as sudden large increases in the size of the workforce. The average number working is usually taken to be the number working at the start of the period added to the number working at the end, the total is then divided by two. This simple index is useful in comparing one organization's employee turnover with that of a local employer's, or with that of the industry as a whole.

$$\frac{\text{Number worker at the start of the period} + \text{Number worker at the end}}{2} = \text{Average number worker}$$

2

Crude turnover method involves most organizations simply tracking their crude turnover rates on a month by month or year by year basis. The formula is simply calculated as:

$$\frac{\text{Total Number of leavers over period}}{\text{Average total number employed over period}} \times 100$$

The total figure includes all leavers, even people who leave voluntary, dismissal, redundancy or retirement. The weakness of this method is that it does not distinguish between categories of employees, e.g. by length of services, or whether turnover was voluntary or involuntary.

It is also important for organizational practitioners to take a record of the retention rate for experienced employees; this is also referred to as the stability index (SI) and is calculated as:

$$\frac{\text{Total Number of staff with one or more years in services}}{\text{Number of employed a year ago}} \times 100$$

The stability index formula stated above is consistent with the one devised by the CIPD which is calculated as follows:

$$\frac{\text{Total Number of employees with one year's service (or more) now}}{\text{Number of employed a year ago}} \times 100 = \text{SI}$$

The stability index is most useful in comparisons over a period or with other similar organizations. Measuring employee retention rate and the costs of turnover to the organization is vital in building a business case for thorough and effective recruitment and retention initiatives. This costing can be a part of performance appraisal ratings especially for line managers and gain top management support for employee management activities. However, it is not all turnovers that attract costs to the organizations; some are indeed beneficial and cost effective as discussed in the next section CIPD (2007).

2.6 CONCEPTUAL FRAMEWORK OF EMPLOYEE TURNOVER INTENTION

The conceptual frameworks for the study taken turnover intention as dependant variable and, benefits and Rewards package, Promotion, supervision, Job related factors and Communication are taken as an independent variable.

As turnover intention increase among workers, disagreement occurs with the company and this leads to turnover.

Salary and compensation practice, training and career development, and job dissatisfaction are other independent variables which if not managed and implemented properly leads to turnover intention. The above mentioned independent variables negatively impact turnover, the dependant variable. They can be seen as avoidable variables. Addressing these issues could also be considered as addressing what effects can bring employee turnover on turnover intention.

CHAPTER THREE

3.1. RESEARCH DESIGN AND METHODOLOGY

This chapter explains the way in which the research will be carried out. How the research problem was explored, with specific reference made to how the participants were selected and the procedure followed to gather the data. In addition, the measuring instruments to gather the data and the statistics technique utilized are discussed.

3.1.1. Research Design

The research design helps the researcher to obtain relevant data to fulfill the objective of the study (Churchill and Iacobucci, 2002). In order to fulfill the research objectives, it is important that research is designed in approach that data collected in both accurate and relevant. Research design can be classified according to the research objectives or the type of research being employed.

This study used both the qualitative and quantitative data collection methods. Qualitative and quantitative researches provide both an in-depth look at context, processes, and interactions and precise measurement of attitudes and outcomes. In this mixed method the presentation of the results can be convincing and powerful (Marguerit, Dean, & Katherine, 2006).

This method was used in the different phases of the research to obtain a variety of information on the same issue and use to obtain a higher degree of validity and reliability through deeper analysis.

In this study the researchers used descriptive research design, specifically frequency, cross tabulation which is the most commonly used research method in the social science was used. The study was both qualitative and quantitative, the mixed approaches design which enables to capture the best.

3.2. Population and Sampling Techniques

3.2.1. Population

Target population is the specific, complete groups that are relevant to the research. The aim of this research is to identify the factors influencing employee turnover intention among BGH employees. BGH has 200 employees Moreover the selection considers the representation of non-professional and professional workers, the target population for this research would be

all staffs working in the hospital. The sample size was selected in relation to the job position of employee in the hospital.

3.2.2. Sampling Techniques

Samplings is process of choosing a smaller and more manageable number of people to take part in the research process and generalize the results to the whole of the research population (Catherine, 2002 PP 47-48).

Stratified sampling technique will be used to select samples from the employees of the hospital; this is because, the study focuses on different job specialties of respondents and each group of the respondents is required to have its own representative from the total sample size. From each stratum respondent will be selected through convenience sampling method, from management body sample respondents will be selected purposely (purposive sampling method)

Target population will be defined as the entire group of BGH has a total number of 200 employees. For sampling purpose we can divide the staff in to three groups. Medical staff has 150 employees that include medical doctors, nurses, pharmacy. Non –medical has 40 employees includes finance, receptionist, sanitary, security, drivers. Management has 10 employee's that include medical director, general manager and each department heads. 60 employees will be taken by using convenience sampling technique from each department proportionally such as from Management, medical doctors, nurses, pharmacy, finance, receptions, guards, drivers and sanitary.

As to the sample size determination, among different methods of sampling, the one which was developed by Carvalho (1984), and revised by Naresh (2007) is employed. As a result, from the total 200 employees 50 employees are believed to represent the whole population while drawing inference. Questionnaires were used to facilitate individual opinion and specific information respectively. The questions were administered to respondents randomly by the researcher with the assistance of the secretary. The respondents were required to complete the questionnaire in two weeks' time after which the researcher collected them. By adding 10% nonresponsive rate, the used final sample size for quantitative study was 60 individual employees from BGH. *From the total 60 sample size, 12 of them are from non-medical professional employees, 45 from medical professional staffs, and the remaining 3 are from executives.*

Table 1 sample determination

population	Sample size		
	Low	Medium	High
51-90	5	13	20
91-151	8	20	32
151-280	13	32	50
281-500	20	50	80
501- 1200	32	80	125
1201-3200	50	125	200
3201-10,000	80	200	315
10001- 35000	125	315	500
35001 -150000	200	500	800

Source; Naresh, M. (2007) *Marketing research: an applied approach*

3.3. Research data sources.

There are two basic types of data further on which research can be originated, primary and secondary data.

3.3.1. Primary data research

The research will use primary data collection method; first-hand data will be collected through survey questionnaires. The data acquiring process will have few stages; namely, identification of areas for questionnaire distribution, distribution of questionnaires, reminding respondents of questionnaire deadline and gathering of questionnaire.

3.3.2. Secondary data research

Secondary data research concerns the examination and evaluation of existing data collected by previous research projects. It can be available to researchers on two type's internal and external data. Kinneret *al* (1996) describes internal data is that exists within an organization itself and comes from sources such as organization figures, reports and past research.

External secondary data rely to sources such as reports and statistics from the government agencies, journal and textbooks. Proctor (2000) suggested that also internet appeared as a data source assists the collection of secondary data is available through online reports, journals and magazines because of several websites that have been created by government agencies and companies. In this method, this study will use only reliable information sources in order to present applicable, research sources.

3.3.3. Data Collection Instrument

Questionnaire Survey

Sarantakos, (1998), explains questionnaire as a method for collecting and analyzing social data via highly structures and often very detailed interviews or questionnaires in order to obtain information for large numbers of respondents presumed to be representative of a specific population. Saunders, (2007) stated that questionnaires can be used for descriptive and explanatory research. Descriptive research such as that undertaken using attitude and opinion questionnaires and questionnaires of organizational practices will enable researcher to identify and describe the variability in different phenomena.

The study was used self-administered questionnaire and semi-structured instruments to collect data from others who are currently working in the organization. Closed and scaled items were carefully applied to get and generate all necessary information. Data was systematically categorized in order to as respondents easily understand and express their fillings. The researcher was used Likert scale which enables to understand respondents' degree of agreement with each statement.

Key Informant Interview:

In interview, through direct personal investigation researcher collects data personally from the sources concerned. Kothari (2004) stated that, in an interview the interviewer on the spot has to meet people from whom data have to be collected. Interview helps generate in depth information and gives greater flexibility for questions, and is suitable for intensive investigations. Hence, from five department heads, face to face interview was carried out with 3 department heads. The interview was designed in a way that more specific and truthful answers were got. This method helped the researcher to get additional information that was not provided by the questionnaires.

Document Analysis

According Marguerite, Dean, and Katherine (2006), documents are other forms of data collection tool. Documents have been observed by the researcher including records, personal writings, or instructional materials are part of sources used for data analysis.

Accordingly, document Analysis was made to gather necessary information on number of employees exist and who left their job voluntarily or forced, retired. Further data analysis was also made to get relevant information what action was taken by manager or prerequisites were taken on the employee left their job.

3.3.4. Procedures of Data Collection

The research data will be gathered through questionnaire. The questionnaire will be developed through a wide range of literature review (with some modified and self-constructed).The questionnaire consists of nine sections : demographic factors such as age, educational level, number of years with current hospital, job specialty or department, marital status will be in (section I): The responses of questionnaire part will be coded as 1= strongly disagree, 2=disagree, 3=undecided,4= agree and 5= strongly agree and these dimensions are: pay, promotion (Section2), supervision (section 3),benefit (section 4),operating procedure (section 5),coworkers (section 6),nature of work (section 7),communication (section 8), and turnover intention (section 9).

3.3.5. Analysis of data

After data have been collected from a representative sample of the population, the next step will be to analyze them and to test research questions. Before directly start analyzing the data, the researcher has made data ready for analysis like editing data (it is necessary to edit data before analyzing them because some respondents may answers questions in hurry), coding questionnaires (it helps to transcribe easily, saves time and error i.e. repetition) and entering data. Data analysis was routinely done with Personal Computer (PC) software programs mostly using Statistical Package for Social Studies (SPSS IBM V.20), Excel 2007 and the like. These are user friendly and interactive and have the capability to seamlessly interface with different database (Sekaran, U., 1992). This package has different kind of testing techniques. The researcher will analyze data regarding the objective of the study by using descriptive statistical analysis and regression technique like frequencies, percentage cross tabulation (Chi-square goodness fit test), correlation test, linear regression model etc. and excellent graphs and charts were also produced from these software programs.

3.3.6. Descriptive Analysis

Descriptive statistics describes data through tables, diagrams and graphs. In this research the descriptive analysis used to analyze the respondents demographic information through tables in addition to general research issues.

3.4. Research limitations

The specific problems and limitations that have been experienced in undertaking the research identified after conducting the research. Nevertheless, this chapter set out some identified limitations of the research design and general possible limitations predicted in carrying out the study, the predictable research limitations include the following.

3.4.1 Time constraints

This is major concern when identifying the case study as the researcher has to conduct research on professional staff like Doctors, pharmacist, nurses and laboratory technicians.

3.4.2 Access to key information and information holders

The case study strategy in particular requires and in depth understanding that only practical if key practitioners are prepared to cooperate by providing access to documents and taking part in interviews, even where people are willing to participate it can be difficult co-coordinating meeting.

CHAPTER 4

RESULTS AND DISCUSSION

This study examined employee turnover and turnover intention in the case of BGH and critically analyzed the negative effect it has made on the performance of the hospitals. As stated on the methodology part, the data was collected from currently employees of the organization. The data was analyzed using percentage, cross tabulation based on the SPSS (Statistical Package for the social Science) software.

Data Analysis, Presentation and Interpretation

4.1 Employee Background Information

The surveyor always wants that everyone chosen to respond to all the questions asked. Questionnaires were issued one week in advance to selected respondents and requested to complete them as soon as possible. The surveyor personally undertook to collect the questionnaires from the respondents and to engage some in a face to face communication for explanations where it was deemed necessary. Out of the 60 questionnaires that were issued out, only 53 were received back from the returned questionnaire 3 of them weren't filled properly. This represented approximately 83.3% of the total questionnaires received back. There searcher considered this response rate as satisfactory.

4.2 Demography Background of Respondents

The first part of questionnaire requested a limited amount of information concerning personal and professional characteristics of respondents namely Gender, work experience, age, marital status, Educational Qualification, occupation and Monthly salary. Accordingly, this general information was summarized and described in the table below:

Table 2: Demographic Background Gender of Respondents

No	Variables	Frequency	Percentage	Cumulative percentage
1	Male	38	76	76
2	Female	12	24	100
	Total	50	100	

Source: own survey, 2016

There was a total sample of 60 employees, who participated in this study from the participant returned only 50 questionnaires from various work units of the corporation, of which 38(76%) are male and 12(24%) female.

Table 3: Demographic Background Service year at current job of Respondents

No	Variables	Frequency	Percentage	Cumulative percentage
1	Shorter than 1 year	16	32	32
2	1-3 years	21	42	74
3	4-6 years	9	18	92
4	7-9 years	2	4	96
5	10 years or longer	2	4	100
		50	100	

Source: own survey, 2016

Respondent were asked how long they served in the organization. The respondent's year of service was categorized into five groups. Thus, as summarized in the table 1 above, about 2(4%) of the respondents from employee have served 10 years or longer in the organization, 2(4%) served 7- 9 years, 9(18%) respondents served 4 - 6years, 21(42%) served between 1- 3 years in the organization and 16(32%) have served the organization for less than 1 year.

Table 4: Demographic Background Marital status of Respondents

No	Variables	Frequency	Percentage	Cumulative percentage
1	Single	28	56	56
2	Divorce	6	12	68
3	Married	16	32	100
4	Widowed	0		
		50	100	

Source: own survey, 2016

As far as marital status is concerned majority of the employee 28(54%) are single and around one forth 16(32%) of the employees are married, only few 6(12%) are divorced no one is found who is widowed. It is believed that for respondents who are single it is easy to move from one organization to another than married employees. Most respondents are single which will contribute to the turnover intention of the staff but other factors can also force them to think of leaving.

Table 5: Demographic Background Age of Respondents

No	Variables	Frequency	Percentage	Cumulative percentage
1	Younger than 25 years	17	34	34
2	26-30 years	19	38	72
3	31-35 years	11	22	94
4	36-40 years	3	6	100
5	41 years or older	-	-	
		50	100	

Source: own survey, 2016

Age of respondents has been categorized into five groups. Accordingly, from all currently working respondents 1 (2%) respondent was 41 years and above, 3 (6%) between 36-40 years old, 10 (20%) 31-35 range, 19(38%) were between 26-30 years, and the remaining 17(34%) respondents are less than 25 years. As indicated on the table 1 above, majority respondents of existing employees are aged less than 40 years.

Table 6: Demographic Background Educational Qualification of Respondents

No	Variables	Frequency	Percentage	Cumulative percentage
1	Less than diploma	3	6	6
2	Diploma	27	54	60
3	First Degree	10	20	80
4	Second Degree	1	2	82
5	PhD	4	8	90
6	Medical Doctors	3	6	96
7	Sub specialist in Medicine	2	4	100
		50	100	

Source: own survey, 2016

In an attempt to ascertain academic qualification, respondents from existing employees were requested to provide their qualifications. The qualification was categorized into seven parts.

From data gathered, 3(6%) respondents are less than diploma, 27(54%) are Diploma holders, 10 (20%) are degree holders and 1(2%) are Second Degree holders, 4(8%) respondents are PhD holders, 3(6%) respondents are medical Doctorates, 3(6%) sub specialists in Medicine.

Table 7: Demographic Background Occupation of Respondents

No	Variables	Frequency	Percentage	Cumulative percentage
1	Medical staff	37	74	74
2	Non-medical staff	13	26	100
3		50	100	

Source: own survey, 2016

The respondents were asked to indicate their current position in the organization since the job position determines to analysis which area or position is more vulnerable to staff turnover and separation. It also makes easy of analyzing state of satisfaction, or intention of employees either to stay or leave the organization. Response from employee indicates that 37(74 %) are Medical staff, 13 (26 %) are Non-medical staff. These positions have been affected because of staff turnover and are vulnerable to the problems.

Table 8: Demographic Background Monthly salary of Respondents

No	Variables	Frequency	Percentage	Cumulative percentage
1	≤1500	5	10	10
2	1501 – 2500	17	34	44
3	2501 – 4000	10	20	64
4	4001 – 7000	8	16	80
5	7001- 10000	5	10	90
6	≥10001	5	10	100
	Total	100	100	

Source: own survey, 2016

With reference to the last variable of respondents demographic characteristics, monthly salary, the majority of employees 27(54%) get monthly salary of 1501-4000ethiopian birr while8 (16%) and 5(10%) respondents are within the income category of 4001-7000and less than 1500 Ethiopian birr respectively, 5(10%) respondents get monthly income in the range 7001-10000 Ethiopian birr, only 5(10%) respondents get monthly income in the range 7001-

10000 Ethiopian birr. Most of the professional employee's salary is below 4000 Ethiopian birr.

4.3 DATA ANALYSIS AND INTERPRETATION

The previous section dealt with the general background of the respondents and this section presents the analysis and interpretation parts. The primary objective of the data gathered was to understand factors affecting staff turnover and its impact on turnover intention of the employee. All questionnaires or data collected pointed out why employees leave their current job, what feeling do the existing employees have regarding the turnover, what additional burden do existing employees carry because of the those who quit work, and what effects have it brought to the turnover intention of the employee.

4.3.1 Factors that can create employee turnover intention

The cause of employee turnover might be one or more interrelated reasons. The questionnaires were designed according to Likert-scale type that respondents have to indicate: not an important factor to me, a same what important factor to me, uncertain, an important factor to me, and a very important factor to me for each statement. An opportunity was given to respondents to state the factor for their intention to leave if they have many more reasons. The analyses will give answer to the basic research questions.

The questionnaires were assigned to enable the quantitative analysis of the results. Descriptive statistics frequency and percentage were used to present and analyses the data gathered through the questionnaire.

Table 9: Response on Factors that can create Employee Turnover Intention

No		Not an important factor to me		A same what important factor to me		Uncertain		An important factor to me		A very important factor to me		Mean	Mode	SD
		f	%	f	%	f	%	F	%	f	%			
1	Constant rush	13	26	7	14	3	6	21	42	6	12	3	4	1.457
2	Stress	17	34	6	12	3	6	17	34	7	14	2.82	1	1.54
3	Too much work	8	16	9	18	4	8	19	38	10	20	3.28	4	1.4

(mean 3 and SD 1.46), Too much work (mean 3.28 and SD 1.4), Possibility for development with another employer (mean 3.5 and SD 1.49), Lack of promotion opportunities (mean 2.92 and SD 1.44), Career dissatisfaction (mean 3.54 and SD 1.48), Dissatisfaction with salary (mean 3.3 and SD 1.46), Lack of opportunities for continuous education (mean 3.16 and SD 1.63), Lack of training on the job (mean 3.24 and SD 1.52) and Lack of support/motivation from managers (mean 3.52 and SD 1.48). In all cases SD has higher value; due to this using the mode value is more realistic than the mean value. Hence the mode value for Constant rush, Too much work, Possibility for development with another employer, Lack of promotion opportunities, Career dissatisfaction, Dissatisfaction with salary, Lack of opportunities for continuous education, Lack of training on the job, Lack of support/motivation from managers are 4, 4, 5, 4, 5, 5, 5, 5 and 5 respectively which clearly indicated that Possibility for development with another employer, Career dissatisfaction, Dissatisfaction with salary, Lack of opportunities for continuous education, Lack of training on the job and Lack of support/motivation from managers in BGH are six major reasons for employees turnover intention.

Respondents considered factors such as Stress (mean 2.82 and SD 1.54), Job dissatisfaction (mean 3.04 and SD 1.653), Disagreement with the headmaster (mean 2.56 and SD 1.47), Bad management (mean 3.02 and SD 1.58), Lack of challenges or boredom (mean 2.7 and SD 1.4), Disagreement with my next supervisor (mean 2.22 and SD 1.54), Lack of social communication with coworkers (mean 2.06 and SD 1.145), Problems with work-life (mean 2.28 and SD 1.52), health problem (mean 2.58 and SD 1.63), Fear of layoff (mean 2.58 and SD 1.512), as factors which are irrelevant for their intention to leave.

The table also illustrates that the major and most important factor for intention to leave is Career dissatisfaction for which 19(38%) of the respondents confirmed in relation with the Attitude kind of push factor which is mostly attached with employee behavior of factors affecting employee turnover presented in chapter two we can see that the major factor which is contributing to employee turnover intention is push/controlled factors which are aspects that push employees towards the exit door.

The analysis clearly indicated that push factors such as Lack of support/motivation from managers, Lack of opportunities for continuous education and Possibility for development with another employer made employees to think of leaving/ terminating their employment from/with BGH.

4.3.2 The perception of employee about job availability

The questionnaires were designed according to Likert-scale type that respondents have to indicate: Very easy, Easy, Neither easy nor hard, Hard, Not applicable/don't know and Very hard for each statement. The questionnaires were assigned to enable the quantitative analysis of the results. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analyze the data gathered through the questionnaire.

Table 10: Response on how easy or hard do you think it would be to get a job at another company or Health sector

The perception of employee about job availability	Very easy		Easy		Neither easy nor hard		Hard		Not applicable/don't know		Very hard		Mean	Mode	SD
	f	%	F	%	f	%	F	%	f	%	f	%			
	13	26	7	14	16	32	7	14	4	8	3	6	2.82	3	1.4

Source: own survey, 2016

According from respondents presumptions about availability of job in the market 13(26%) Very easy, 7(14%) Easy, 16(32%) Neither easy nor hard, 7(14%) Hard, 4(8%) Not applicable/don't, 3(6%) very hard. The overall analysis states that majority of the employees 40% believed that easy to find job and only 20% of the respondent finding another job hard for them.

4.3.3 The perception of employee about his/her about future careers

The questionnaires were designed according to Likert-scale type that respondents have to indicate whether they would like another job at the same workplace, I would like the same job at another workplace, I would like another job at the same workplace easy nor hard, I would completely change my field of work, I would not look for another job/retire and would go to school for each statement. The questionnaires were assigned to enable the quantitative analysis of the results. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analysis the data gathered through the questionnaire.

Table 11: Response if you would quit your existing job what would be your plans for your next occupation?

The perception of employee about his/her about future careers	I would like the same job at the same workplace		I would like the same job at another workplace		I would like another job at the same workplace easy nor hard		I would completely change my field of work		I would not look for another job/retire		I would go to school		Mean	Mode	SD
	f	%	f	%	f	%	f	%	f	%	F	%			
	7	14	17	34	7	14	13	26	3	6	3	6	2.94	2	1.4057

Source: own survey, 2016

Response from respondents about if they quit their existing job what would be the plan for their next occupation According from respondents prediction about future job position 7 (14%) would like the same job at the same workplace, 17(34%) I would like the same job at another workplace, 7(14%) I would like another job at the same workplace easy nor hard, 13(26%)I would completely change my field of work, 3(6%) I would not look for another job/retire, 3(6%) I would go to school.

4.3.4 Benefits and Rewards package

Compensation package (Benefit and salary) issue is one of the major factors which can contribute to employee's turnover intention. The next table in the questionnaires were designed according to Likert-scale type that respondents have to indicate whether they strongly agree, agree, neutral, disagree, and strongly disagree with respect to the hospital compensation package (salary and benefit) for each six statements. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analysis the data gathered through the questionnaire.

Table 12: Response Salary and other Benefits Related Factors

	Benefits and Rewards package	Strongly disagree		disagree		Neutral		Agree		strongly agree		Mean	Mode	SD
		f	%	f	%	f	%	F	%	F	%			
1	The salary scale and other benefits motivated me to stay in the organization	14	28	18	36	4	8	9	18	5	10	2.46	2	1.343
2	The earning I get is fair in comparison with the effort I exert	15	30	23	46	5	10	7	14	-	-	2.08	2	0.986
3	I have equal chance of making as much money as possible as other employee in my organizations doing similar job with similar qualification.	10	20	17	34	10	20	12	24	1	2	2.54	2	1.1866
4	I have equal chance of making as much money as other employee in other organizations doing similar job with similar qualification.	10	20	19	38	7	14	9	18	5	10	2.6	2	1.78
5	The future hope of getting better benefit made me to stay at the hospital	12	24	19	38	8	16	4	8	7	14	2.5	2	1.33
6	The corporation is providing good terminal benefit or pension	9	18	18	36	11	22	8	16	4	8	2.6	2	1.195

Source: own survey, 2016

Respondents expressed their disagreements with the statement related with the issue, for the first question asking whether The salary scale and other benefits motivated me to stay in the organization or not, out of the total 50 respondents 32(64%) disagree with the statement (14 respondents strongly disagree and 18 respondents disagree), 4 (8%) while 9 (18%) and 5(10%) respondents expressed their neutrality, agreement and strongly agree respectively.

On the subject of earning they get are fair in comparison with the effort they exert (mean 2.08 and SD 0.986),they have equal chance of making as much money as other employee in other organizations doing similar job with similar qualification (mean2.6 and SD 1.78), they have equal chance of making as much money as possible as other employee in their organizations doing similar job with similar qualification (mean 2.54 and SD 1.866), the above question related to earning have an overall mean value of 2.407 which show that respondents are not comfortable with the earning they get for their contribution and on both internal and external pay equity. This supports the finding in the first table which clearly indicated dissatisfaction with salary is the major factor for employee turnover intention.

On the subject of future hope of getting better benefit made them to stay at the hospital (mean 2.5 and SD 1.33), the hospital is providing good terminal benefit or pension (mean 2.6 and SD 1.15) for the above two statements respondents express their disagreement.

As per the respondents view to the hospital’s compensation packages, One can understand that it is a poorly designed package which can make employees to think of leaving the corporation unless it is adjusted.

4.3.5Promotion

The questionnaires were designed according to Likert-scale type that respondents have to indicate whether they strongly agree, agree, agree somewhat, disagree, and strongly disagree for each statement. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analysis the data gathered through the questionnaire

Table 13: Response promotion Related Factors

	Promotion	Strongly disagree		disagree		neutral		Agree		strongly agree		Mean	Mode	SD
		9	18	16	32	12	24	8	16	5	10			
1	There is really too little chance for promotion on my job.	9	18	16	32	12	24	8	16	5	10	2.68	2	1.24
2	Those who do well on the job stand a fair chance of being promoted.	4	8	22	44	11	22	9	18	4	8	2.74	2	1.103
3	People get ahead as fast here as they do in other places.	10	20	24	48	11	22	4	8	1	2	2.24	2	0.93
4	I am satisfied with my chance for promotion.	10	20	16	32	9	18	11	22	4	8	2.66	2	1.255

Source: own survey, 2016

For promotion 9(18%) of respondents strongly disagree, 16(32%) disagree, 12(24 %) neutral, 8(16%) agree, and 5(10%) strongly agree. The overall analysis states that majority of the employees 50% disagree and 26% are agreed that the chance for promotion on their job is too little.

With regard to those who do well on the job get a fair chance of being promoted, respondents were responded as follows.4(8%) of respondents are strongly disagree with the statement 22(44%) disagree with the statement and the remaining 11(22%) neutral, 9(18%) agree and 4(8) strongly agree. The overall analysis states that majority of the employees 52% disagree with the statement those who do well on the job get a fair chance of being promoted. Regarding to people get ahead as fast here as they do in other places. As indicated on the table 13 above, 10(20%), 24(48%), and 11(22%) of the respondent are strongly agree, agree, and neutral with the statement, only 4 (8%) and 1(2 %) disagree and strongly disagree with the statement. The cumulative result shows that majority 64% disagree with the statement respondent's belief that there is a better opportunity in another company.

Regarding to respondents satisfied with the chance for promotion. Accordingly as shown on the table 13 above, 10(20%), 16(32%), 9(18%) of respondents strongly disagree, disagree, and neutral respectively with the statement and 11(22%), 4(8%) of respondents are agree and strongly agree respectively. The overall analysis states that majority of the employees 52% disagree with the statement "I am satisfied with my chance for promotion".

Most employees are not benefited from timely promotion within the hospital even if experience and stay in the hospital deserves.

Supervision

The questionnaires were designed according to Likert-scale type that respondents have to indicate whether they strongly agree, agree, agree somewhat, disagree, and strongly disagree for each statement. Numeric values (5, strongly disagree and 1 strongly agree) were assigned to enable the quantitative analysis of the results. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analysis the data gathered through the questionnaire.

Table 14: Response Supervision Related Factors

Supervision	Strongly disagree		Disagree		neutral		Agree		strongly agree		Mean	Mode	SD
	f	%	F	%	f	%	f	%	f	%			
1 My supervisor is quite competent in doing his/her job.	8	16	9	18	9	18	18	36	6	12	3.1	4	1.3
2 My supervisor is unfair to me.	8	16	9	18	12	24	12	24	9	18	3.1	3	1.34
3 My supervisor show too little interest in the feelings of subordinates.	6	12	14	28	8	16	18	36	4	8	3.96	4	7.174
4 My supervisor goes out of her/his way to make my work life easier for me.	7	14	9	18	9	18	17	34	8	16	3.2	4	1.31
5 It easy for me to talk with my immediate supervisor about my job related problem.	7	14	10	20	6	12	20	40	7	14	3.2	4	1.31
6 I relied on my immediate supervisor when things get tough at my job	6	12	9	18	10	20	17	34	8	16	3.24	4	1.27
7 I like my supervisor.	3	6	7	14	9	18	26	52	5	10	3.46	4	1.054

Source: own survey, 2016

Respondents of their supervisor are quite competent in doing his/her job. Accordingly, 8(16%) of respondents strongly disagree, 9(18%) disagree, 9(18 %) neutral, 18(36%) agree, and 6(12%) strongly agree. 34% in general disagree and 48% are agreed that supervisor are quite competent. With regard to hospital supervisors were unfair to them, respondents were responded as follows. 8(16%) of respondents are strongly disagree with the statement that “My supervisor is unfair to me”, 9(18%) disagree with the statement and the remaining 12(24%) neutral, 12(24%) agree and 9(18) strongly agree. The overall analysis states that majority of the employees of hospital claimed that the supervisors were not fair to them. Regarding to their supervisors show too little interest in the feelings of subordinates. As indicated on the table 8 above, 4(8%), 18(36%), and 8(18.0%) of the respondent strongly agree, agree, and neutral with the statement that their supervisors show too little interest in the feelings of subordinates, and 6(12%) and 12(24 %) disagree and strongly disagree with the statement. The cumulative result shows that with slight difference majority agree with the statement and the mean value of 3.96 reveals that higher numbers of respondents were agreed with the statement.

The same analysis was made either their supervisors goes out of her/his way to make their work life easier for them. Accordingly as shown on the table 14 above, 8(16%), 17(34%), 9(18%) of respondents strongly agree, agree, and neutral supervisors goes out of their way to make work life easier for them. The other way 9(18%) and 7(14%) of respondents are disagree and strongly disagree respectively.

On the questionnaire employees were requested easy for them to talk with their immediate supervisors about their job related problems. The data collected from respondent of existing employee as indicated in table 8 above revealed that, 7(14%) strongly agree, 20(40%) agree, 6(12.%) neutral, 10(20%) disagree, and 7(14%) strongly disagree with the statement that easy for them to talk with their immediate supervisors about their job related problems. The overall response indicates that 54% of respondent agreed that between supervisors and employees communication on job related problem is good.

Similar question was presented to the respondents relied on their immediate supervisors when things get tough at them job. From data collected as stated on the table 14 above, 8(16%), strongly agree, 17(34%) agree, 10(20%) neutral, 9(18%) disagree, and 6(12%) strongly disagree with the statement that respondents relied on their immediate supervisors when things get tough at them job. The data collected make known that the highest number 50 % of respondents agree with the statement. This means that supervisors are doing their best to get trust from employees.

To check the work relationship in the hospital between supervisor and subordinates question was presented to the respondents like their supervisor or not. From data collected as stated on the table 14 above, 5(10%), strongly agree, 26(52%) agree, 9(18%) neutral, 7(14%) disagree, and 3(6%) strongly disagree with the statement that respondents like their supervisors.

4.3.7 Job Related Factor

The questionnaires were designed according to Likert-scale type that respondents have to indicate whether they strongly agree, agree, agree somewhat, disagree, and strongly disagree for each statement. Numeric values (5, strongly disagree and 1 strongly agree) were assigned to enable the quantitative analysis of the results. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analysis the data gathered through the questionnaire.

Table 15: Response on job and Work environment related factors

	Job related factor	Strongly disagree		disagree		neutral		Agree		strongly agree		Mean	Mode	SD
		F	%	f	%	f	%	f	%	f	%			
1	I have too much to do work.	4	8	4	8	9	18	18	36	15	30	3.72	4	1.213
2	I like the people I work with.	6	12	3	6	6	12	17	34	18	36	3.76	5	1.33
3	I find I have to work harder at my job because of the incompetence of people I work with.	9	18	13	26	13	26	8	16	7	14	2.82	2	1.304
4	I enjoy my coworkers.	3	6	7	14	10	20	14	28	16	32	3.66	5	1.239
5	There is too much bickering and fighting at work.	13	26	12	24	7	14	6	12	12	24	2.84	1	1.54
6	My job responsibilities are clear to me	2	4	5	10	6	12	19	38	18	36	3.92	4	1.1219
7	I feel a sense of pride in doing my job.			5	10	14	28	16	32	15	30	3.82	4	0.983
8	It is clear to me what others expect of me at my job.	8	16	4	8	7	14	24	48	7	14	3.36	4	1.29
9	I am given enough time to do what is expected of me at my job.	8	16	3	6	6	12	24	48	9	18	3.46	4	1.313
10	I feel frustrated at my job.	12	24	18	36	4	8	10	20	6	12	3	4	3.44
11	My job gives me enough time for family activities.	9	18	11	22	6	12	17	34	7	14	3.04	2	1.37

Source: own survey, 2016

Employee turnover unless otherwise wisely managed and controlled has great impact on the performance of the organization. It will reduce productivity and decreases service of the organization. In this regard questions were distributed to respondents have too much to do work. Table 15 above; revealed that 4(8%) strongly disagree, 4(8%) disagree, 9(18%) neutral, 18(36%) agree, and 15(30%) strongly agree with the statement have too much to do work.

Majority of respondents 66 percent claimed that, they have work load in the organization.

As indicated in table 15 above, for the statement that they like the people their work with, 18(36%) of the respondents strongly agreed with the statement and 17(34%) agreed with the statement, 6(12%) of respondents neutral, 3(6%) disagree, and 6(12%) strongly agree with the statement. This mean the aggregate value states that majority or more than 70% of respondents agreed with the statement that the working relationship is comfortable between employees to perform their jobs.

From the respondent of the organization were asked that because of the incompetence of people they have to work harder at their job. And they responded that 7(14%) strongly agreed, 8(16%), agreed, 13(26%) neutral, 13(26%) and 9(18%) respondents disagree and strongly disagree with the statement, the summarized value shows that 15(30%) of respondents were agreed with the statement and 22(44%) of respondents were disagreed with the statement.

About working environment concerned the respondent of the organization were asked that enjoy my coworkers relationship as stated on table 9 above, 3(6%) strongly disagree, 7(14%) disagree, 10(20%) neutral, 14(28%) agree, and 16(32%) strongly agree with the statement that working condition is good between coworker in the organization.

As indicated in table 15 above, for the statement that there is too much bickering and fighting at work, 12(24%) of the respondents strongly agreed with the statement and 6(12%) agreed with the statement, 7(14%) of respondent neutral, 12(24%) disagree, and 13(26%) strongly agree with the statement. This mean the aggregate value states that 52% of respondents disagreed with the statement that too much bickering and fighting at work

As indicated in table 15 above, for the statement that job responsibilities are clear to them, 18(36%) of the respondents strongly agreed with the statement and 19(36%) agreed with the statement, 6(12%) of respondent neutral, 5(10%) disagree, and 2(4%) strongly disagree with the statement. This mean the aggregate value states that 74% of respondents agreed with the statement that job responsibilities are clear to them.

As indicated in table 15 above, for the statement that they feel a sense of pride in doing their job. 15(30%) of the respondents strongly agreed with the statement and 16(32%) agreed with the statement, 14(28%) of respondent neutral and 5(10%) disagree with the statement. This mean the aggregate value states that 62% of respondents agreed with the statement that they feel a sense of pride in doing their job.

From the respondent of the organization were asked that expectation is clear to them at their job. And they responded that 7(14%) strongly agreed, 24(48%), agreed, 7(14%) neutral,

4(8%) and 8(16%) respondents were disagree and strongly disagree with the statement, the summarized value shows that 31(62%) of respondents were agreed with the statement and only 10(20%) of respondents were disagreed with the statement.

Fair and equal distribution of work load among the worker is one of the mechanisms to reduce work load and to give enough for worker to accomplish their job. As indicated in table 15 above, for the statement they have given enough time to do what is expected of them at their job. Accordingly 8(16%) of respondents are strongly disagree with the statement, 3(6%) disagree, 6 (12%) are neutral, 24(48%) agree and (18%) of respondents are strongly agree with the statement. The mean value of 3.46 shows that majority of the respondents argued that they have given enough time to do what is expected of them at their job.

From the respondent of the organization were asked that they feel frustrated at their job. And they responded to that 6(12%) strongly agreed, 10(20%), agreed, 4(8%) neutral, 18(36%) and 12(24%) respondents disagree and strongly disagree with the statement. the summarized value shows that 16(32%) of respondents were agreed with the statement and 30(60%) of respondents were disagreed with the statement.

About working environment give enough time for social relationship will help to reduce turnover intention of the respondent. As indicated in table 15 above, for the statement their job gives for them enough time for family activities. As stated on table 15 above, 9(18%) strongly disagree, 11(22%) disagree, 6(12%) neutral, 17(34%) agree, and 7(14%) strongly agree with the statement. The summarized value shows that 24(48%) of respondents agreed with the statement and 20(40%) of respondents were disagreed with the statement.

4.3.8 Communications

The questionnaires were designed according to Likert-scale type that respondents have to indicate whether they strongly agree, agree, agree somewhat, disagree, and strongly disagree for each statement. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analysis the data gathered through the questionnaire.

Table 16: Response on communications related factors

	Communications	Strongly disagree		Disagree		Neutral		agree		strongly agree		Mean	Mode	SD
		f	%	f	%	F	%	f	%	F	%			
1	Communications seem good within this hospital.	2	4	11	22	6	12	17	34	14	28	3.6	4	1.229
2	The goals of this hospital are not clear to me.	8	16	24	48	12	24	4	8	2	4	2.36	2	0.985
3	I often feel that I do not know what is going on with the hospital.	8	16	19	38	10	20	8	16	5	10	2.66	2	1.22
4	Work assignments are not fully explained.	5	10	20	40	6	12	12	24	7	14	2.92	2	1.27

Source: own survey, 2016

On the questionnaire employees were requested easy for them Communications seem good within this hospital. The data collected from respondent as indicated in table 16 above revealed that,14(28%)strongly agree, 17(34%) agree, 6(12.%) neutral, 11(22%) disagree, and 2(4%) strongly disagree with the statement that easy Communications seem good within this hospital. The overall response indicates that 62% of respondent agreed that within the hospital employees communication is good.

Question was presented to the respondents goal of the hospital are not clear to them. From data collected as stated on the table 16 above, 2(4%) strongly agree, 4(8%) agree, 12(24%) neutral, 24(48%) disagree, and 8(16%) strongly disagree with the statement that respondents the goals of this hospital are not clear to them. The data collected show that the highest number 64 % of respondents disagree with the statement. This means that management staffs are doing their best by giving awareness about goal of hospital.

To check transparent and clear e work in the hospital between management and subordinates question was presented to the respondents they often feel that they do not know what is going on with the hospital. From data collected as stated on the table 16 above, 5(10%), strongly agree, 8(16%) agree, 10(20%) neutral, 19(38%) disagree, and 8(16%) strongly disagree with the statement that they do not know what is going on within the hospital. The data collected show that the highest number 54 % of respondents disagree with the statement. This means that management staffs are doing their best by installing transparent management system.

On the questionnaire employees were requested work assignments are not fully explained The data collected from respondent as indicated in table 16 above revealed that,7(14%)strongly agree, 12(24%) agree , 6(12.%) neutral, 20(40%) disagree, and 5(10%) strongly disagree with the statement that work assignments are not fully explained. The overall response indicates that 50% of respondent disagreed that work assignments are not fully explained to employees.

Turnover intention

The questionnaires were designed according to Likert-scale type that respondents have to indicate whether they strongly agree, agree, agree somewhat, disagree, and strongly disagree for each statement. Descriptive statistics frequency, percentage, mean scores, and standard deviations were used to present and analysis the data gathered through the questionnaire.

Table 17: Response on communications related factors

Turnover intention		Strongly disagree		disagree		neutral		Agree		strongly agree		Mean	Mode	SD
		f	%	f	%	f	%	F	%	f	%			
1	I will probably look for a new job in the next year	1	2	9	18	11	22	10	20	19	36	3.74	5	1.21
2	I often think about quitting	9	18	10	20	11	22	10	20	10	20	3.04	3	1.4

Source: own survey, 2016

The cross tabulation table 17 above indicated that from the total 29(58%) respondents who will probably look for a new job in the next year of respondents 19(38%) of them strongly agree and 10(20%) of them agree with the statement, 11(22%) of respondents neutral and 1(2%), 9(18%) strongly disagree and disagree with the statement respectively. This shows that more than half of them are intending to leave the organization if they get any opportunity. 10 (20%) and 10 (20%) responded to the statement they often think about quitting agree and disagree with the statement respectively, 9(38%) and 10(20%) are not intending to leave their current job. 11(22%) kept in neutral position regarding about think quitting.

Analyses of Interview Data

The quantitative data collected from interviewees i.e. from the hospital HR team leader, from general manager of the hospital, medical director of the hospital and from the chairman of the hospital labor union through semi structured interview under the umbrella quantitative paradigm is summarized as follow:

All the four interviewees replied that both management labor unions are aware about employee turnover of the hospital.

The reason employee turnover expressed by both parties is almost the same. Imbalance between demand and supply professionals labor on the market Lower salary, lack of promotion opportunity, problem related management (poor management style) were the major factors stated by both respondents. The hospital is losing professional employees which in turn affect the performance of the hospital especially in areas that require expertise's knowledge.

Both stated that the hospital as a training center for other hospitals in the country; it is because professional employees are leaving the corporation after getting experience and training.

As per the chairman's ideas even if the problems of employee turnover is obvious, the hospital is not making enough assessments and taking measures to the reason for this problems.

Most employees are dissatisfied with the current salary, benefit package and promotional practices. Moreover the corporation is not delivering a good service for the public due to this current image on the hospital is not good. For these reason employees (especially young & professionals employees) intention to stay in hospital is lower.

The data obtained from the two primary data collection source, questionnaires and interview from the two parties the managements and the labor union is almost similar but they have slight difference on the main factor. Moreover the problem is recognized by both parties. Hence the management should analyze the problem and take necessary measures.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This study investigated into the effects of employee turnover and turnover intention in BGH. The study was conducted through a samplings survey using existing employee and department heads. Data collection was made in the month of April 2016 by the use of questionnaire. Data that was collected was analyzed through percentage and frequency. In this chapter attempt is made to present the findings of the study, draw conclusions and make recommendations. The summaries are presented along research objectives. The general objective of the study is to understand factor affect employee turnover and turnover intention has made on the employee of the organization. Specific objectives of the study are; To identify factors which lead to employee turnover in BGH, To identify the effectiveness of retention strategies that needs to be in place, To investigate whether employee are satisfied with the work if dissatisfied to identify the reasons, To find out the effect of employees perception on the application of organizational procedures on turn over intention and finally to suggest ways and means of resolving the problems.

5.1. SUMMARY

The employee turnover intention is an existing issue which is confronted by several organizations as a result of organization different internal factors and employees personal reasons. The researcher has summarized the most important findings in relation to the raised the research question in BGH are factors that can create employee turnover intention, The perception of employee about job availability, The perception of employee about his/her about future career, Benefits and Rewards package, Promotion, Supervision, Job related factor, Communications, Turnover intention

The major findings of the study are:

- The most significant factors for employee turnover intention is Stress, Too much work, Possibility of development only for coworkers, Job dissatisfaction, Career dissatisfaction, Dissatisfaction with salary, Lack of opportunities for continuous education, Lack of training on the job, Lack of support/motivation from managers.
- The perception of employee about availability of better job in the market more than one third of respondents believe that, this means they are searching a better opportunity to live the hospital.
- The perception of employees about their future more than one third of respondents believe that work on the similar field at another company this statement will strengthen the above statement.
- Pay level, salary and benefits packages are the most and highly influential factors for employee turnover. More than two third of employee concluded that they are highly

dissatisfied with the current pay level of the organization. Therefore, the analysis indicated employees are discouraged because of low pay system as around two third agreed salary scale and benefits did not motivate them stay in the organization. Organizations reward system was indicated as one of the bottleneck for staff not to remains in the organization. Half of employee indicated that employee who work more and have higher performance was not rewarded with better pay and was not get promotion or career development opportunity following unfair reward system. More than half of respondents believe that there is better pay in another organization doing similar job with similar qualification.

- Most employees are not benefited from timely promotion within the hospital even if experience and stay in the hospital deserves.
- Supervisors within various department of the hospital are built a good image of themselves within the mind of their subordinates which resulted in that most employees have feelings for their supervisors.
- The hospital has lack of competent supervisors various work unites as per the view of respondents.
- There is lack of appreciation for good work done by employees, which implies that employees are doing their job without expecting same recognition and appreciations from their supervisor there is less remuneration or fair pay system in the hospital.
- Satisfaction level of employees with normal work load determines feelings of enjoying on their respective jobs. Even though dissatisfaction on the workload can force staff to quit, majority of them were satisfied with the work load of the organization. However, it was analyzed that there are discouraging factors when additional jobs when a staff resigns from the organization. Work load and equal job distribution to every employee according to their job position are inseparable factors.
- Most of the hospital goals are clear for greatest number of employees in the hospital most of workers of the hospital believe that the management staff doing their best.
- There is no good communication channel or medium within the Hospital to distribute same information at a time for different staffs at various locations.
- The time given for various tasks in numerous work units is not enough to complete as per available rescotes and employee capability to do as it is expected from them.
- Most of the responsibility and task given for employees are clear and easily understandable which employees can do them without spending too long time and resources.
- They often think that it is clear what is going on with the hospital for greatest number of employees in the hospital the transparency work in the hospital is excellent.

- Employees feeling about looking for a new job for the coming year indicated that more than half of employees have intention to leave the organization if they get any opportunity.
- From findings 40% of respondents indicated that they often think about quitting however, 38% of respondents were not similarly responded. Managers should address this to minimize turnover intention by addressing their concern. It is argued that dissatisfied employees because of salary, working conditions, mismanagement or any other reason can leave the organization.

5.2. CONCLUSION

The study examined the impact of employee turnover variables such as employee about job availability, The perception of employee about his/her about future career, Benefits and Rewards package, Promotion, Supervision, Job related factor, Communications, employee turnover intention in BGH.

As stated in the summery of the findings, the study indicates that employees at BGH are mostly dissatisfied with their salary, rewards and benefits system, the poor job and organizational specific communication, with poor promotional strategy.

The study found that mismanagement; low level salary and benefit packages are significantly reasoned for employee turnover. In particularly, lack of career advancement, job dissatisfaction, leaders unwillingness to allow staff to participate in the decision making process of the organizational matters, inadequate training opportunities directly impacted on the staff turnover and separations.

As stated in the summery of the findings, the Study indicates that majority of employees at BGH are satisfied with the supervisor qualification, good interaction to their supervisor, with good supervisory support and little interest to subordinate.

The study found that they are mostly dissatisfied their work load, coworkers relation, work load because of incompetence of coworkers, frustrated at their job.

Work freedom to family time and organizational goals and they are clear with the objectives, in addition they have enough time to do expected of them.

This study revealed that there exist a significant difference among the five age groups most of the respondent age equal or less 35 years and 74% of the respondents work experience at the current job is less or equal to 3 years.

The study examined that around three fourth of the employee less than 3years of experience and 94% of the respondent's age is less than equal or less than 35 years old this show that they are vulnerable for turnover intention.

Chance of promotion and promotional rewards within the hospital is insignificant, those who do well on the job have getting rare chance to be promoted, most of the staff dissatisfied with promotional chance of the hospital.

The study revealed that more than half of employees are looking for another job for the coming years.

The study discovered that there exists a very less significant (negative) relationship between communications with BGH and turnover intention.

The finding claimed that most of existing employee intended to quit their job if they get any opportunities in other organizations. The findings lead to the conclusion that the BGH are losing their human capital that means medical staff and other key doctors those cannot be replaced in years and due to this it leads to jeopardize the service of the hospital.

Employees stated that they are not satisfied with existing situations of the organization because of salary, lack of career advancement, mismanagement and other reasons. At the same time employee those did not want to leave the organization reasoned they case and said that, they do not want to leave their job.

5.3. **RECOMMENDATIONS**

Based on study findings and entire research process, the researcher has recommended that to reduce on the rate of employee turnover, employer of BGH look to the personnel manual of the organization and revise administrative policies including salary administration, benefits packages and try to meet employee's expectations.

It is not quite enough for BGH employers to acquire qualified and skilled employee; rather retaining the experienced one is a crucial factor. Since turnover for skilled and knowledgeable employees particularly those can't be replaced for years are capable to damage credibility of the BGH and in the mean time lead to decline in the productivity and job performance of the BGH. Hence, managers should make a maximum effort in the handling of employee and motivate dissatisfied employees.

Fair and clear employee promotion program based on employee's performance and ability increase staff morals. In the meantime it confirms employee trustworthiness to their hospital. Thus, employer should demonstrate equal and fair employee handling mechanisms based on their performance evaluation.

Managers of the hospital should approach employees at their work place, particularly identify employees with dissatisfied and address issues not to leave their jobs. The higher the participation of employee in the decision making process, the faster for its implementation and employee satisfaction. Hence managers should encourage, employees to participate the decision making process of the hospital core programs.

Sharing organizational mission value and benefits will lead to create employees with shared common vision and greater levels of institutional trust. Therefore, the corporation can win the trust and commitment of employees to organization by sharing its vision.

Arranging good terminal benefits and pension for employee For example providing medical service for employees' family by covering the full cost or part of the service cost.

There should be clear policy for promoting or assigning employees to different positions based on performance, qualification and experience in the hospital and there should be follow up on the implementation.

5.4. Future Research Directions

Future research can be carried out to determine the effects of other variable which are not identified in the present study in order to predict turnover intention.

Future studies can benefit turnover intention concept. Comparisons can also be made between the turnover intention situation in private and public hospitals.

The finding of this study may not be generalized to other private hospital in the country. Emphasis in this area could improve to better understand the factors that contribute to employee's turnover intention in different private hospitals.

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ST. MARRY UNIVERSTY COLLAGE

SCHOOL OF GRADUATE STUDIES

**MASTER OF BUSINESS ADMINISTRATION (MBA) CONCENTRATED IN HRM
PROGRAM**

**TOPIC-EMPLOYEE TURNOVER AND TURNOVER INTENTION IN THE CASE OF
BETHEZATA GENERAL HOSPITAL**

Questionnaire 1

Questionnaires to be filled by Employees of Bethezata General Hospital

Dear staff Members/ Respondent:-

The purpose of these questionnaires is to collect data from employees of Bethezata General Hospital for conducting Master's of Business Administration (MBA) concentrated in Human Resource Management (HRM) thesis on the title Investigating employee turnover rate and turnover intention in the case of Bethezata General Hospital. I kindly request you to spent your precious time to fill this questionnaires as frank as and reasonable as possible. I inform you that, the information you provide will be consumed for academic purpose only. It will be handled in a confidential manner and will not be used to identify you in any way. Therefore you all are not expected to write your name.

Please answer the questions. If you are interested to have further information about this study, or have any problem in filling this questionnaire you can contact me:

ManayehBereahan

Tel.No. 0911560647

Email: manayeh1972@yahoo.com

General instructions

1. Please indicate your answers by ticking (√) on the appropriate box.
2. Please select only one among the options given in the Likert scale.

PART 1

Demographic Characteristics of Respondents

1. Gender Female Male

2. How long have you been at your current job?

Shorter than 1 year

1-3 year's

4-6 years

7-9 years 10 years or longer

3. What is your age?

Younger than 25 years 26-30 years 31-35 years

36-40 years 41 years or older

4. Marital states

single divorce married widowed

5. Educational Qualification

Less than diploma Diploma First Degree

Second Degree

PhD medical Doctors sub specialist in Medicine

6. What is your occupation?

Medical staff Non medical staff Others

7. Monthly salary

≤1500 1501 -2500 2501 -4000

4001-7000 7001-10000 ≥10001

PART 3

Questions related to employee turnover intention

a) factors that can create employee turnover intention

Please indicate the importance to of the following factors on a 5-point likert scale as part of your intention to leave the hospital.

No	Factors that can create Employee Turnover Intention	Not an important factor to	A same what important factor to	uncertain	An important	A very important
8	Constant rush	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Too much work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Possibility for development with another employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Job dissatisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Lack of promotion opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Career dissatisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Dissatisfaction with salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Fear of layoff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	health problem	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Problems with work-life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Lack of social communication with coworkers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	Disagreement with my next supervisor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	Lack of challenges or boredom	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Bad management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	Disagreement with the headmaster	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	Lack of opportunities for continuous education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	Lack of training on the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	Lack of support/motivation from managers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

35	There is really too little chance for promotion on my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	Those who do well on the job stand a fair chance of being promoted.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37	People get ahead as fast here as they do in other places.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	I am satisfied with my chance for promotion.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Supervision					
39	My supervisor is quite competent in doing his/her job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40	My supervisor is unfair to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	My supervisor show too little interest in the feelings of subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42	My supervisor goes out of her/his way to make my work life easier for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43	It easy for me to talk with my immediate supervisor about my job related problem.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	I relied on my immediate supervisor when things get tough at my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45	I like my supervisor.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Job related factor					
46	I have too much to do work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	I like the people I work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	I find I have to work harder at my job because of the incompetence of people I work with.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49	I enjoy my coworkers.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50	There is too much bickering and fighting at work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51	My job responsibilities are clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52	I feel a sense of pride in doing my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53	It is clear to me what others expect of me at my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54	I am given enough time to do what is expected of me at my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55	I feel frustrated at my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

56	My job gives me enough time for family activities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Communications					
57	Communications seem good within this hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58	The goals of this hospital are not clear to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59	I often feel that I do not know what is going on with the hospital.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60	Work assignments are not fully explained.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Turnover intention					
61	I will probably look for a new job in the next year	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62	I often think about quitting	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Thank you very much for your cooperation!

የቅድስተማርያምኮሌጅ

በማስተርስደረጃየስራአስተዳደር (ኤም.ቢ.ኤ) ፕሮግራምበሰውሀይልሀብትላይዎንጣጠረየትምህርትደረጃ

በቤተዛታሆስፒታልሰራተኞችየሚሞላመጠይቅውድየሆስፒታሉሰራተኞች የዚህመጠይቅዋናአላማወያቤተዛታሰራተኞችከስራየመልቀቅእናስራየመልቀቅፍላጎትንምክንያቶችንንጥሎለማውጣትየሚሰበሰብመረጃሲሆንመረጃወለሁለተኛዲግሪመመረቂያጽሁፍየሚወልን ወ።

ይህምመጠይቅበተቻላችሁመጠንውድጊዜያችሁንሰውታችሁበግልጽነትናበተገቢውመንገድትሞሉትዘንድእጠይቃለሁ። በዚህመጠይቅላይስምመጻፍአያስፈልግም።

መጠይቁለትምህርትአላማብቻየሚውልናበጥንቃቄየሚያዘሲሆንመጠይቁንበሞላውሰራተኛማንነትንምመልኩአይታወቅም። እባክዎንሁሉንምጥያቄዎችይመልሱ።

ጥናቱላይተጨማሪሀሳብካለዎትወይንምለመላትአዳጋችንገርካጋጠመዎትበሚከተለውአድራሻ ሊያሳወቁኝይችላሉ።

ማናየሀብርሀኑ
ስልክ 0911560647

አጠቃላይመመሪያ

- 1. መልስዎንበመልስመስጫውላይ (√) ምልክትያድርጉ
- 2. ከተሰጠዎትአማራጭአነዱንብቻይምረጡ

ክፍል 1

የመላሹግላዊሁኔታመግለጫ

- 1. ጾታ ሀ) ወንድ ለ) ሴት
- 2. በደርጅቱውስጥያገለገሉበትዘመን
ሀ) ከ1አመትበታች ለ) 1-3 ዓመት ሐ) 4-6 ዓመት
መ) 7-9 ዓመት ሠ) ከ 9 ዓመትበላይ
- 3. ዕድሜ
ሀ) ከ25በታች ሀ) 26-30 ሐ) 31-35 መ) 36-40 ሠ) ከ41 በላይ

4. የጋብቻሁኔታያገባች ያላገባች የፈታች የትዳርአቻወ/ዋ በሞትየተለየ

5. የወርደሞዝከ 1500 በ ታች ከ1501-2500 ከ2501-4000

ከ 4001-7000 ከ7001-10000 ከ10000 በላይ

- 6. የትምህርትደረጃ
ሀ) ከ
ዲፕሎማበታች ለ) ዲፕሎማ
ሐ) የመጀመሪያዲግሪ መ) ሁለተኛዲግሪ ሠ)
ዶክትሬት ረ) ሜዲካልዶክተር ሰ) ሰብአዊፕላንት

- 7) የስራመደብአይነት
ሀ) የህክምናባለሙያ ለ) ከህክምናባለሙያውጭ

ከፍልሁለት

ከሠራተኛው ስራ-አንድ ስራ-መልቀቅ ጋር ተዛማጅ የሆኑ ጥያቄዎች

ሀ. ስራ-ተኛው ስራ-አንድ ስራ-መልቀቅ ከሚገፋፉ ምክንያቶች ስለሆኑ በዚህ ባለአምስት ነጥብ ስንጠረጎር በመጠቀም ያላቸውን አስተዋጾ ይግለጹ።

ተ.ቁ	ስራ-ለመልቀቅ የሚገፋፉ ነገሮች	በተወሰነ መልኩ ምክንያት ናቸው	እርግጠኛ አይደለሁም	አስፈላጊ ምክንያት ናቸው	በጣም አስፈላጊ
8	አጣጣሪ ስራዎች	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	ጭንቀት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	የሰራጫና	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	የስራ-እድገት መጥፋት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	ከሌላ ቦታ የተሻለ ድገት መኖር	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	በስራ አለመርካት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	በስራ-ልምድ አለመርካት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	በደሞዝ አለመርካት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	ከስራ-አንድ ዓይነት ለሌላ ስራ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	በጤና እክል	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	በስራ-እና በቤተሰብ መካከል ያለ ጭንቀት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	ከስራ-ባልደረቦች ጋር ያለ መግባባት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20	ከበላይ አለቃ ጋር አለመስማማት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	አሰልጣኝ እና ተፈታኝ ያልሆነ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	መጥፎ አስተዳደር	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	ከከፍተኛ አለቃ ጋር አለመስማማት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	የተከታታይ ስራ ስርዓት እድል አለመኖር	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	ስልጠና አለመኖር	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	ከበላይ አለቃ እገዛ/ ማበረታቻ አለመኖር	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

27. ምን ያህል ቀላል ነው በሌላ መስሪያ ቤት ስራ ለማግኘት።

- በጣም ቀላል ቀላል ቀላል ምን ያህል ለምክንያት ምን ያህል ለምክንያት
 ከባድ በጣም ከባድ አላውቅም

28. ስራ-ብታቆም የሚቀጥለው የስራ-ምርጫ ህምን ይሆናል

- ሌላ ስራ-በተመሳሳይ የስራ-ቦታ ተመሳሳይ ስራ-በሌላ ስራ-ቦታ
 ሌላ ስራ-በዚህ የስራ-ቦታ ሌላ ስራ-አልሰራም/ጠረታ ወጣለሁ
 ትምህርት እጅምራለሁ ሌላ ነገር

ለ) ቀጥሎ ከተዘረዘሩት መጠይቆች እርስዎ ሲሰማሙ በሚችሉበት “✓” ምልክት በማኖር ሃሳብዎን ይግለጹ

ተ.ቁ	የደሞዝና የጥቅማጥቅም ሁኔታ	በእጅግ አልባ ማለም	አልባ ማለም	ምንም ዓይነትም አልባ	እሳታ ማለም	በእጅግ አልባ ማለም
29	የደሞዝ መጠኑ ናጥቅ ጥቅሞች በድርጅቱ እንደ ቆይታ አገልግሎት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	ካለች አስተዋጽኦ ጋር ሲነፃፀር ተመጣጣኝ ክፍያ አገኛለሁ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	መስራቱ ታችኛ ከሚሰሩ ተመሳሳይ ሙያ ምሆነዎት ስራ ስርዓት ደረጃ ካላቸው ሠራተኞች ጋር ተመጣጣኝ ክፍያ አገኛለሁ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32	ሌሎች መስሪያ ቤቶች ከሚሰሩ ተመሳሳይ ሙያ ምሆነዎት ስራ ስርዓት ደረጃ ካላቸው ሠራተኞች ጋር ተመጣጣኝ ክፍያ አገኛለሁ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

33	ወደፊት የተሻለ ጥቅም ጥቅም አገኛለሁ ብሎ ሚሊደር ጅቱ ወስጥቶ የሆኑት	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34	ድርጅቱ ያለው የሰልጠና እና የሙያ ማሻሻያ ክፍሎች ተመሳሳይ ድርጅቶች የተሸለገው ::	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	እድገት					
35	የእድገት እድሉ በጣም በቁረቃሪ ይደለም	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	በስራ ቦታ ላይ አመርቂው ጤን ያስመዘገበ የተሻለ እድገት እድል ይኖረዋል	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
37	ክሌሎች ተመሳሳይ ድርጅቶች ሲነፃፀር የተሻለ እድገት አልወጡም	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	በመስሪያ ቤቱ ወስጥተው ሰጠኝ የእድገት እድል በቁነው	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	የቅርብ አለቃ ንግድ መለከተ					
39	የቅርብ አለቃ ምን እንደሚጠበቅ በትኩረት ብቻ ይታወቃል	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40	የቅርብ አለቃ ለኔ ጥሩ አስተያየት የለውም	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	የቅርብ አለቃ ለበቃ ሰራተኞቹ ያለው አመለካከት ዝቅተኛ ነው	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42	የቅርብ አለቃ ለመስመር ወጥቶ ስራ ላይ ያቀልጥናል	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43	ስራ ንብረት መለከተ በቀላሉ ከቅርብ አለቃ ይገዛል	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	ለቅርብ አለቃ ምን ግርኛ ሲያጋጥሙ እንደሚሸፍን ልንገልጽ ማመን በቃለሁ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45	የቅርብ አለቃ ለስራ ባለን ግንኙነት ደስተኛ ነኝ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ስራ ንግድ መለከቱ ጉዳዮች					
46	የስራ ጫና አለብኝ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	የስራ ባልደረባዎቼ ጋር ባለን ግንኙነት ደስተኛ ነኝ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	የስራ ጫና አለብኝ ምክንያቱም የስራ ባልደረባዎቼ የስራ ብቃት የላቸውም	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49	የስራ ጋደኞቼ ጋር አብራራ መስራት ያስደስተኛል	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50	በስራ ቦታ ላይ በዙፍ ጠብቆ ጭቅጭቅ አለ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
51	በስራ ቦታ ላይ ምን መስራት እንዳለብኝ ግልጽ ነው	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
52	በስራ ቦታ ላይ በመስራቱ አካላት ላይ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
53	በስራ ቦታ ላይ ሌሎች ሰራተኞች ከኔ የሚጠብቁት ግልጽ ነው	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
54	ስራ ላይ መስራት የተሰማኝ ሰራተኛ አትባብኝ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
55	ከስራ አባሪ ሰራተኞች ጋር ሳይሆን ሌሎች ላይ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
56	ስራ ላይ ተሰጥቶ በቁረቃሪ ሰራተኛ ነኝ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	በስራ መሀል ያለ ግንኙነት					
57	በሆስፒታል ወስጥ በሰራተኞች መካከል ያለው ግንኙነት ጥሩ ነው	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
58	የሆስፒታሉ አላማ እና ግብ ግልጽ አልተነገረኝም	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
59	በሆስፒታሉ ወስጥ የሚደረጉ ክንዎች ግልጽ አይደለም	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
60	በስራ ቦታ ላይ ምን መስራት እንዳለብኝ ግልጽ አይደለም	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	ስራ የመልቀቅ ፍላጎት					
61	በሚቀጥለው አመት አዲስ ስራ እፈልጋለሁ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
62	ሁል ጊዜ ስራ ለማቆም እፈልጋለሁ	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ለተደረገ ልዩ ስርዓት ለመስጠት ስለሚችሉት ጥሩ ነው!

Appendix C: Interview guide questions for administration and department heads

St. Marry University Collage

School of Graduate Studies

**Interview guide questions for administration and department heads of Bethzata
General Hospital**

1. Do you feel that employee turnover from the organization is a serious problem?
2. Do you make an exit interview when employees resign? _____
3. Do you know why employees are leaving the organization? _____
4. For any promotion or transfer are employees equally treated? _____
5. Do you have training and development program/plan? _____
6. Do you think that there is smooth relationship between management and employees?
7. How do you characterize communication system between management and employees?
8. Do you agree that employees are paid well for the service they render? _____
9. What major costs do the organization incurred while recruiting new employee?
10. Do employees work extra work load for the vacated position? _____
11. How long does it take to replace or assign new employee for the vacated post or job?
12. Which areas of responsibilities so far have been affected because of employee turnover and which area is more vulnerable of high turnover?