



**St. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES
DEPARTMENT OF GENERAL MBA**

**DETERMINANT FACTORS OF EMPLOYEES' TURNOVER
AT SAVE THE CHILDREN**

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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Ass. Goitom Abraham. 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.

Name

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Signature

June, 2014

ENDORSEMENT

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

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Abstract

The purpose of this study was to examine determinant factors of employee's turnover on Save the Children International (SCI). The study employed quantitative and qualitative research design methods. Random and purposive sampling techniques were used to select the sample size from the population. Questionnaire and interview were used for data collection. Descriptive statistics such as percentage, mean value, cross tabulation were employed for data analysis. Based on the data analysis the following findings were recorded. The main finding indicated that dissatisfaction with pay structure, mismanagement, unfair reward and promotion systems were some of the factors for employee turnover. The finding also indicated loss of experienced and skilled employees, higher recruitment costs, and higher workload on existing employees due to leavers are the effect of employees' turnover. Similarly it was concluded that lack of career advancement, job dissatisfaction, lack of staff participation in decision making, and unfair compensation and training system were core factors for turnover at Save the Children. It was recommended that the human resource department together with senior management team (SMT) to revise salary and benefit packages, provide fair and equal training and promotion opportunity, and allow employee to participate in the decision making process.

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Acronyms

SMU	St. Mary University
SC	Save the Children
SMT	Senior Management Team

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I. INTRODUCTION

1.1 BACKGROUND

Employee turnover is the number of permanent employees leaving the company within the reported period versus the number of actual active permanent employees on the last day of the previous reported period (B.Smith, 2005).

As defined by Hom and Griffeth (1994), is ‘voluntary terminations of members from organizations’. Loquercio et al. (2006) observed that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract.

According to Singh et al. (1994), staff turnover is the rate of change in the working staffs of a concern during a defined period. Ivancevich and Glueck (1989) opine that staff turnover is the net result of the exit of some employees and entrance of others to the organization. Kossen (1991) defined turnover as the amount of movement in and out (of employees) in an organization.

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 & Hollman, 2000). Staff turnover that can occur in any organization might be either voluntary or involuntary. Voluntary turnover refers to termination initiated by employees while involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer-initiated termination. (Heneman,

1998). Turnover is referred as an individual's estimated probability that they will stay or not stay in an employing organization (Cotton & Tuttle, 1986).

Save the Children (SC) is the world's leading independent organization for children. It works in around 120 countries. SC saves children's lives; fight for their rights; help them fulfil their potential. SC work to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

Save the Children strives to achieve a world in which every child attains the right to survival, protection, development and participation. SC mission is to inspire breakthroughs in the way the world treats children and to achieve immediate and lasting change in their lives.

SC provides humanitarian and emergency relief. In Ethiopia it focuses on the following programmatic areas: health, HIV and AIDS, nutrition, food security and livelihoods, water, sanitation and hygiene (WASH), education, child protection, and child rights governance.

Save the Children set up its first formal office in Ethiopia during the 1984 famine. In a country once defined by hunger, much progress has been made, but there are still enormous challenges ahead. Close to five million children are risk going hungry as the result of a worsening food crisis in Ethiopia brought on by a severe drought across normally green and productive regions –making this natural disaster the worst in recent history.

Save the Children is working in over 70% of the worst-affected districts, providing food, water, medicine and crucial support to families who have lost their incomes. The organization is also training community-based health workers to treat malnutrition, and supporting families that have lost their livestock and livelihoods with cash-for-work programs. Based on the current Human Resource unit data currently there are about 2,065 employees are working in the organization in the total of 49 field office, Satellite offices and refugees camps across the country.

Retaining skilled and experienced employees is the main challenge of the organization in which significantly affects effective implementation of its mission and objectives. Even though the organization makes an effort on training of employees, because of multiple reasons educated and skilled employee of the organization are leaving their job and join other similar institutions

1.2 STATEMENT OF THE PROBLEM

Research shows that employees are drawn to the non-profit sector by very different motivators than are employees in the private sector. The environment and culture of many non-profit organizations is such that traditional employee retention strategies are counterproductive or minimally successful at best. The key is to explore innovative alternatives. Some of the strategies to attract and retain talents in non-profit sector are involvement, appreciation, celebrate, train & grow, enthusiasm & diversity. Social enterprises especially the non- profits are unable to compete with for-profit organizations in providing good pay and incentives to employees. The success of NGOs is determined by the availability and commitment of efficient and effective human resources. Rapid technological change and frequent revolutionized new ideas have created competition among organizations which increases an employee turnover and separation.

Thus, the efficiency and productivity of Non-governmental organization in general and Save The Children (SC) in particular are highly affected by employee turnover. Through the human training development program SC train its employees in short term and long term either in the country and abroad However, many employees after being well trained and get rich knowledge and skilled leave the organization with their skills untapped. Due to this reason, some higher position and middle level management positions are either occupied by practitioner or remain open until qualified professional persons are obtained.

This research will try to assess the determinant factors of employee's turnover in nongovernment organizations (NGO's) particularly in the case of Save the children international(SCI) Ethiopia Country Office which is one of the biggest and leading NGO in the country. Furthermore, the research will review, analyze, and summarize the turnover rate

and will come up with solutions and recommendations in which SCI shall implement in order to reduce the existing employees turnover and its adverse impact.

1.3 BASIC RESEARCH QUESTIONS

The following are basic questions of the study:

1. What is the trend of employee turnover in Save the Children?
2. What are the major Determinant factors of turnover in Save the Children?
3. What motivates employees in Save the Children?
4. What is the influence of employees' turnover on the performance of Save the Children?

1.4 OBJECTIVES OF THE STUDY

General objectives:

The general objective of this study is to assess determinant factors of the employee turnover in Save the Children.

Specific objectives;

The specific objectives include the following:

1. To examine the determinant factors of employee turnover.
2. To assess how the employee of the organization reacts to staff turnover and examine their feelings either stay or leave the organization.
3. Assess motivational factors of employees in SC.
4. To determine the influence of turnover on the organization's performance.

1.5 SIGNIFICANCE OF THE STUDY

This study broaden the understanding of employee turnover especially for the employees and management of Non-Government Organizations (NGO's) because proper instructions and knowledge is needed so that organizations may know what employees really want or desire from organizations and modify themselves or come up with the policies that will attract and retain the employees because employees are assets of any organizations. And for this organization must have the knowhow that what are the main causes which make employee turnover happen. And how their seniors can avoid turnover by providing them what they really want.

This study help the management of SCI to answer the longstanding question of why employee's dissatisfy and high turnover exist, because if employee is satisfied with his/her job he/she will be more involved in his work. Furthermore, the study helps the organization (SCI) and other NGO's policy makers to consider those determinant factors that reduce employee turnover.

The findings of this research project also can help as a source of reference and a steppingstone for those researchers who want to make further study on the area of employee turnover and separation. Finally it will gives the researcher the opportunity to gain deep knowledge on the effects, cost, and case of employee turnover and separation on the performance of an organization.

1.6 DELIMITATION OF THE STUDY

Save the Children works across the country through its 49 field offices (FO's), and it is difficult to conduct the research at this limited time on all its area of coverage. Hence, the study was delimited to Head office/in Addis Ababa. The head office structurally works with other FO's and represents the FO's. Furthermore, though there are various job positions found in the organization the study limited to middle and top level positions in which there is highly affected by turnover and significantly costly.

1.7 ORGANIZATION OF THE STUDY

This study consists of five chapters. The first chapter is introduction and background of the study. The second chapter provides related literature review. And the third chapter is

research design and methodology where participants of the study, instruments of data collections, procedures of data gathering and analysis discussed. The fourth chapter consists of the main study of the data presentation, analysis and interpretation. The last chapter of the study provides summary of findings, conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

Labor turnover is a key concern issues faced by organizations regardless of its location, sizes, natures of business, and business strategy i.e profit non-profit making organization. It is believed that training can lead to an increase in employee commitment and in turn foster employee retention or reduce staff turnover.

2.1 DEFINITIONS OF TURNOVER

Filipe (2012) defined turnover as the rotation of workers around the labor markets; between firms, jobs and occupations; and between the states of employment (Filpe F & Luis Borges 2012) the commonly formula to calculate turnover rate of a given period is

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

Turnover is a ratio comparison of the number of employees a company replace in a given time period to the average number of total employees (Amy, 2009).

2.2 TYPES OF TURNOVER

Employees of different organizations leave their job for all sorts of reason. Some leave to get better salary, some find conducive work conditions, due to geographical factors and for multiple reasons.

Employee turnover can be grouped into different categories.

2.2.1. Voluntary and Involuntary: Voluntary is initiated by employee. When employee choice or intended to leave the organization and initiated by him/her self. Involuntary when employee has no choice in the termination process. It can result from different situation like; dismissal, retirement, physical/mental disability, moving/relocation ... etc. even though both concerned with separation of employee, it needs different managerial handling techniques (David, 2008).

2.2.2 Functional and Dysfunctional: Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performers r employees whose talents can replaced easily.

2.2.3 Avoidable and unavoidable: avoidable turnover is causes that the organization may able to influence or handle it. 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).

2.3 MODELS OF EMPLOYEE TURNOVER

Over the years, a significant amount of research has been done on employee turnover to investigate aspects of employee turnover like causes and retention strategies. As a result, different models or designs have been promulgated. The first model was presented by March and Simon in 1958. Different models which include different aspects of turnover followed, such as the unfolding model which focuses on decisional aspects (Beach, 2010 p35). The following models of employee turnover, namely the image theory, the unfolding model and theory will be discussed.

2.3.1. Image Theory

The image theory was created by Beach (2010) and it explains the way in which employee's process information when making a decision through different images. The fundamental principle of this theory is that individuals leave an organization after having assessed the reason for quitting. Individuals do not have the cognitive ability to thoroughly analyze all incoming information. Hence, they simply compare it with more heuristic-type information – in other words, they learn from their own experience.

The image theory suggests that decision-makers use three knowledge arrangements (images) to arrange their thinking about decisions. According to this theory, some incoming facts (for example, a job offer) will be compared to these images. The first image is the value image which refers to the employee's set of significant beliefs and values concerning the job. Secondly, the employee can compare the facts or information with the trajectory image which refers to the person's particular goals that determine job behavior. Lastly, the employee may compare the facts or information with the strategic image which refers to the strategies and methods that the person views as vital in reaching job-related goals. If the incoming information has an alternative that is attuned with the images, the person will then compare Stellenbosch University <http://scholar.sun.ac.za> 14 the alternative with what he or she presently has. If the individual has more than one compatible alternative, he or she will further analyze the options (Beach 2010).

2.3.2 The Unfolding Model

The unfolding model views incoming information as shocks (pregnancy, alternative job offers, etc.). This theory suggests that internal or external shocks will lead the individual to leave an organization because the situation (shock) compels the employee to leave. This model introduces five paths that will lead to turnover. In Path 1, the shock activates a pre-existing writing or script with which the individual connects and this causes the individual to leave the organization without considering an alternative or the individual's connection with the organization. Path 2 has a shock that triggers the person leaving, without thinking of other job alternatives (Thomas, Lowell, & Steven, 1996).

The incoming information is perceived as a violation of the person's values, objectives and strategies. Path 3 includes a shock that triggers an assessment of the images of the job he or she currently has, provided the information in the shock is not in tune with the images. This path leads to intentional job search. The last two paths do not have shocks. Path 4 explains a situation where the person's job satisfaction is so low that the person leaves without having an alternative. With Path 5, the person's job satisfaction is low and this leads to job search, an assessment of alternatives, the intention to leave and, subsequently, turnovers (Thomas et. al.1996).

2.4. CAUSES OF TURNOVER

Many employees in different industries leave their job because of multiple internal and external factors. Different writers states that employees quit because of their supervisors, lack of trust, communication, lack of familiarity, unfair treatment of employee, low wage, hard working environment, and others. Because of this, organizations miss their customers and client face poor operating system or low productivity (Flex, 2012).

2.4.1 Training and Development Programs

Employee training gained the attention of management during the 1950's. Since then top management recognized the importance of establishing formalized programs to develop the talent needed in the organization (Sexton & Adelaid, 1987).

Qualified employees which are the backbone of any organization do not simply emerge hence, management geared towards systematic plan and organize for their development. Saxton and Adelaïd (1987) stated major objectives of training and development as to improve individual and organizational performance and prepared selected employees for advancement

Training defined as the teaching and learning activities carried on purpose of helping employee of an organization to acquire and apply the knowledge, skills, abilities needed by the organization (Manoj, 2000). In other word training is an act of increasing the knowledge and skills of an employees for doing a particular job.

Organizations are injecting a huge sum of capital for training and education. Brum (2007) stated that the average annual training expenditure per employee reach to \$955. Therefore, it is clear that training has a determinant factor and employers understand the impact that training has on their organization. Vemic (2007) modern dynamic competition, sophisticated technology, knowledge economy, globalization, has changed the importance of human resource in the organization.

As training and development is an organized procedure by which employee of organization gain knowledge, for new recruited employee training is a transaction or adaptation from theoretical approaches to practical situation. And for experienced employee it is a process of reorientation to meet the additional job requirement (Manoj, 2000). It enables employees to coup-up with rapidly changing technology and the organization gain competitive advantage through its trained or skilled employees.

Frank (2011) on his research commented that the quality of employees and their development through training and education are major factors in determining organizations long term profitability. Accordingly, Frank (2000) stated that training provided by employee raised productivity almost by 16%.

A survey conducted in Kenya sugar factory Hannah (2012) indicated that lack of training and poor training handling system was one of the major factors causing employees to leave their organization. The company conducts or provides limited chance of training for its employees assigned in different work area.

Different researchers identified that inadequate training and development program that not goes to specific needs of employees led to job dissatisfaction. Regardless of their position and title, employees forced to leave their organization due to the absence of training (Sadra, 2012).

Manager's inadequate knowledge about the human resource management is one of the core and basic reason for employee dissatisfaction and leave. Davi, Mark, and Ben (2006) on their research made on humanitarian agency revealed that 70% of employees are decided to leave the organization because of the management of the organization. The research stated that project field managers who have technical background like medicine, engineering... work on managerial responsibilities without any further training or knowledge of human resource and this led to employee dissatisfaction and turnover (David, Mark, & Ben 2006).

In today's global economy, knowledge is becoming basic capital and the trigger of development. Modern organizations therefore, use their resources (money, time) for training and development of employees and to retain them. The prioritization of training and development retain the knowledge and skill of employee within their jobs and boost competitive advantages of the organization. Different writers agree that training and development can provide a measurable return on investment are revenue generation, productivity/performance improvement and cost reduction.

2.4.2 Job Satisfaction

Employee satisfaction has influence on employee turnover in organizations. The implication of this fact is that the extent to which an organization is able to achieve its objectives depends on the level of job satisfaction that are made available to its workers. It has long been thought to have a significant effect on job performance.

In its most basic sense, job satisfaction is a positive emotional state resulting from evaluating one's job experiences. Job *dissatisfaction* occurs when these expectations are not met. If an employee expects clean and safe working conditions on the job, then the employee is likely to be dissatisfied if the workplace is dirty and dangerous. Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job itself. When circumstances such as stated above as the nature of the job, supervisors and coworkers, pay levels, or the

employee's own disposition cause the employee to become dissatisfied with the job and lead him to avoid the work situation physically, mentally, or emotionally (Noe & Gerhart 2003).

Dissatisfied employee first they psychologically remove themselves from the job and exhibit a very low level of job involvement.

Writers agree that human positional for good work is enormous, given the right environment. But in many case both in developed and developing countries managers give less value for human and more concern about technology.

In organization downsizing, it more concerned with the reducing the employees of the organization who are more important than technology. Murthy (2003) underlined that employees want an environment where they can take pride in what they are doing and needs recognition as they are valuable for the organization. Hence, employees need a conducive and satisfactory for work. The work environment for the job can bring a sense of satisfaction as he contributed to the organization. Managers in return bring job satisfaction through rotating the job, posing newer challenges, giving more responsibility, and praising employee for job well done (Murthy, 2003).

In a working areas employees are interact with supervisors and colleague (fellow employees) and this influence employee feelings about job satisfaction.

Henman, Schwab, Fossum, and Dyer (2000) defined Job satisfaction as depending on an evaluation the employee make of the job and the environment surrounding the job.

The number of people who are dissatisfied with their jobs nationally varies with the unemployment rate. Higher unemployment rates usually mean more dissatisfied workers because it is more difficult to change jobs, and people stay longer on jobs they do not like. Those workers who are mostly satisfied with their jobs vary from 60 to 85 percent of the total. These numbers are similar to those found in Europe when employees are asked about satisfaction with their jobs. Individual managers seem to have a greater impact on employee satisfaction than the company itself.

As researcher revealed, there is no simple formula for predicting a worker's satisfaction. Furthermore, the relationship between productivity and job satisfaction is not entirely clear. The critical factor is what employees expect from their jobs and what they are receiving as rewards from their jobs. Although job satisfaction itself is interesting and important, perhaps the "bottom line" is the impact that job satisfaction has on organizational commitment, which affects the goals of productivity, quality, and service.

2.4.3 Organizational Commitments

If employees are committed to an organization, they are more likely to be more productive. Organizational commitment is the degree to which employees believe in and accept organizational goals and desire to remain with the organization. Research has revealed that job satisfaction and organizational commitment tend to influence each other. What this finding suggests is that people who are relatively satisfied with their jobs will be somewhat more committed to the organization and also that people who are relatively committed to the organization are more likely to have greater job satisfaction.

A logical extension of organizational commitment focuses specifically on continuance commitment factors, which suggests that decisions to remain with or leave an organization ultimately are reflected in employee absenteeism and turnover statistics. Individuals who are not as satisfied with their jobs or who are not as committed to the organization are more likely to withdraw from the organization, either occasionally through absenteeism or permanently through turnover.

2.4.4. Pays and Benefits Conditions

Turnover depends on employee perceptions of the desirability and easy of movement. Employees seek to improve their employment conditions when they change job. Therefore, employees in an organization improve their pay level if they obtain a new job before they leave their present job. Herbert, Donald, John, and Lee (2000) stated organizations pay level is a potentially important direct influence on voluntary turnover. In this knowledge era, where pay is one of a determinant factor, employees quits current job and accept the job with higher

pay opportunity. Therefore, organizations critically aware that low wage rate will result into higher employee turnover and separation.

Pay level is not the only reason for employee's turnover and separation but also, pay system where by employees can be satisfied or dissatisfied with the organizations pay system. Pay system based on the seniority of employees or per the performance appraisal. Employees are satisfied with existing pay system if they believed that rewards or incentives are paid based on fairness and considered seniority or performance evaluation of all employees (Herbert, Donald, John, & Lee, 2000, pp 514).

For all the concerned with positive relationship and interesting work, it is important to keep in mind that employees definitely care about their earnings. A job is the primary source of income and financial security for most people. Pay is also is an indicator of status within the organization and in society at large, so it contributes to some people's self-worth. For all these reasons, satisfaction with pay is significant for retaining employees. Decisions about pay and benefits are so important and complex.

With regard to job satisfaction, the pay level is the amount of income associated with each job is important. Employers seeking to attract another organization's employee often do so by offering higher pay. Benefits such as insurance and vacation time are important, but employees often have difficulty measuring their worth. Therefore, benefits influence job satisfaction, employees may not always consider them as much as pay itself (Noe & Gerhet, 2003).

most studies stress the importance of compensation in attracting and keeping or reducing turnover and separation, particularly for workers who skills and responsibilities are unique or indispensable to the organization or for the worker whom the organization invest considerable resources in recruiting and training programs. According to Clarence and Alex (2004) companies in highly competitive local labor markets expected to pay highly competitive rates against their competitors in each of their job classification, either it is semi-skilled or unskilled position.

Merit pay can play in attracting and minimizing employee turnover. Gedefaw (2012) on his research claimed that, salary and benefit were one of the major reasons for teachers' dissatisfaction. Low level pay has made a significant impact on teacher's classroom performance and on the quality of education.

2.4.5. Leadership Style and Characteristics of Work Environment

Staff turnover has been always a key concern issues faced by organizations regardless of its locations, sizes, nature of the organization or strategy of the business. It is believed that in any measure that staff turnover is costly to all level of organizations regardless of its nature and usually, the productivity and quality of the products or services of all kinds of organization are always negatively affected. It also bring destruction to the organizations in the form of cost, loss in productivity, declining in number of customers and others (Choi, Lee, Wan, & Ahmad, 2012).

Leadership style is one of the influential factors for employee to leave their job or intent to leave. The study conducted by Jane, Namusonge, & Mike, (2012) in public universities revealed that, unfavorable leadership practice was one of the basic reason for employees to leave.

Therefore, there is indispensable attention to the importance of leadership style to the operation of the organization in terms of minimizing employee turnover. Employees are one of the most valuable asset in the organization that leader to lead in a way that enhance employees motivation level for effective and efficient accomplishment of the organizational objectives such as productivity, profitability, and growth whereby at the ultimate minimizes staff turnover.

2.4.6. The characteristics of the job

Some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment.

2.4.7. Career Development

David and Stephen (2005) Career development is another leading factor that contributes to employee turnover and separation. It is defined as advancement. Career development is the pattern of work-related experiences that span the course of a person's life. Career development is a process through which the action plans are implemented. It is where individual career plans encounter organizational realities (Herbert, Donald, John, & Lee, 2000). It is a guarantee for an employee to be promoted. Employee's commitment towards achievement of organizational goal will be developed by creating sense of ownership among the employee of the organization (Dessler, 2000).

Dessler (2000) affirmed that career development programs of an organization helps an individual in the organization to see himself and develop career potential. Therefore, workshop, and other skill assessment and career gap analysis are implemented to identify career-related skills and develop the need they require. Hence, structured and well function development plan encourage employees and enable them to have equal opportunity and make themselves promotable at their firm. Organizations make the system easier for employee to choose and get lateral move. It also provides continues opportunity for each employee to grow, by learning new subject and meet new challenges there by foster commitment. Such a clear and equal opportunity in career development build sense of organizational ownership and minimizes employee turnover and separation (Dessler, 2000).

From organizational view point Lloyd and Leslie (2004) career development can reduce costs due to employee turnover. And from employee's side career improve moral, boost productivity, & help the organization becomes more efficient. Career development has a positive effect on the employee. Lloyd and Leslie (2004) stated that career development is an ongoing formalized effort by an organization that focuses on developing and enriching the organization's human resources in light of both the organization and individual needs. The organizations develop and communicate career opinions with the organization to employees and employees by their side prepare themselves to receive encouragements, pp 228-229. Lloyd and Leslie (2004) described the manager's commitment towards willingness of career development as "*the critical battleground in career development is inside the mind of the person charged with supervisory responsibilities*". It means that, managers or immediate

supervisors towards consulting of their subordinate, in relation to career development are very weak and slow. Because of this, many managers do not perceive career counseling as part of their managerial duties. This inappropriate handling of career development program among employee of the organization leads to dissatisfaction and turnover.

2.5 EFFECTS OF EMPLOYEE TURNOVER AND SEPARATION

Employee turnover and separation can have detrimental effects on clients and remaining staff members who struggle to give and receive quality services when positions are vacated and then filled by inexperienced personnel. Also, high rates can bring about client's mistrust and discourage workers from remaining loyal to the organization or even those seeking to enter it. Additionally, labor turnover is costly and unproductively time consuming, and it is responsible for the early cycle of recruitment employment orientation production, resignation that is detrimental to the reputation of organizations which are entangled in it.

Yared (2007), on his research conducted at the IRC stated that the organization has been incurred a huge amount of money in a year because of staff turnover. Accordingly, the institute was incurred costs for vacancy posting, medical checkup expense, telephone call for checking references, travel cost, costs related with orientation new recruited employees, relocation expenses and others which estimated to birr 202, 200.00. He also underlined other non-financial values that the organization has lost including, time spend by managers to review the employment process, loss of organizational memory, time and money spent for training of newly employed personnel until he gain the desired level of skills are other major factors that the institute have lost.

2.5.1 Loss in Productivity

Higher rate of labor turnover has the tendency to bring about low productivity where employees are aware that their position is not secure. For instance employees who are not under intense supervision devote much productive than those intense supervision (Tim & Bruce, 2008).

2.5.2 Low Level of Commitment

Job security takes away the fear which prevents total commitment of employees to the organization. The employment security debate rests upon the crucial question of how much value the company places on stability of employment within its overall philosophy. Whether organizations really believe that job stability gives the business a competitive advantage is determined by their rates of labor turnover, obviously, where job insecurity is the order of the day, employees tend not to give off their best at the workplace as they mostly live in fear of losing their job (Henry, 2007).

2.5.3 High Training and Recruitment Costs

Once new employees come on board, they could have to go through the company's laid down training, orientation/induction programs. These activities are organized at an extra cost to the organization depending on their frequency. However, with a low rate of labor turnover, a greater percentage of this cost could be avoided (Henry, 2007).

2.5.4 Loss of Experienced and Skilled Personnel

Labor turnover results in the loss of some of the very experienced and skilled employees. This adversely affects the organization since quality of output tends to suffer. It will therefore, take some time for new employees to have control over their respective roles whereas existing employees would not have to go through that process. In terms of output however, it is the organization that loses.

2.5.5 Loss of Confidence

When labor turnover rates become so alarming the public will begin to lose confidence in the operation of the organization. The future or survival of the organization will be in doubt to the public once they see employees moving in and out or quit the organization. In addition to this loss in public confidence can bring a problem in getting a qualified employee to replace those who left the organization. This is obvious because it is the employees who demonstrate what the organization represents through the delivery of quality output or service to the public. And if these same employees have an uncertain future in the organization then eyebrows will surely be raised (Henry, 2007).

2.5.6 Other Factors

Different writers agree that the cost of replacing one employee equals one to three times the annual salary and benefits total plus the additional cost of lost revenue that the seasoned employee would likely have generated. The number one reason employees voluntarily leave their jobs is not the company, not the work, but the boss. Researchers agree that salary, career growth, benefits and job fit are leading factors for why employees stay or leave an organization. And employee retention are related to managers behavior because, they want more involvement in decision making, more appreciation, better communication, more team-building, flexible work conditions, more autonomy and better coaching (Mark, 2011).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter discusses how the research methodology was employed in the study. It indicates the research design, the population, research instrument, sampling techniques and data analysis techniques.

3.1 RESEARCH DESIGN

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 study the researcher used descriptive research design, specifically frequency, cross tabulation which is the most commonly used research method in the social science was used.

3.2 STUDY POPULATION

The target population was composed of department heads, coordinators, officers and other key administration (support unit) employees of SCI. The total number of existing employees in Addis Ababa (head office) were 267 and 48 ex- employees those left the organization in 2015 because of different reasons also there are 11 Department heads. The sample sizes selected in relation to the job position of employee in the organization.

3.3 SAMPLE AND SAMPLING TECHNIQUES

Sample of 55 existing employees and 16 ex-employees, 5 department heads was selected from all departments. Purposive sampling technique was employed to select department heads since they have the knowledge about the employees under their supervision and are concerned with staff turnover and employment process. Accordingly total of 5 department heads were participated on the interview process.

Departments were stratified and random sampling procedures within each stratum were used on existing employees and samples were taken from each strata department. The research

followed the method of proportional allocation under which the size of sample from different department were kept proportional to the size of the strata.

3.4 DATA COLLECTION INSTRUMENTS AND METHODS

3.4.1 Questionnaire Survey

The study was used self-administered questionnaire and semi-structured instruments to collect data from ex-employees and 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. Likert scale used which enables to understand respondents' degree of agreement with each statement. Questionnaire for some ex-employees who were living far was sent through the email.

3.4.2 Interview

Interview conducted for five 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.

3.4.3 Document Review & Analysis

Document review and 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 on the employee left their job.

3.5 DATA COLLECTION AND ANALYSIS

The researcher distributed and administered the collection of questionnaires. Interview were conducted and recorded by the researcher. Data's obtained through interview, and questionnaire were computed with the use of computer and software programs (SPSS), edited and coded. Then data was grouped into tables, figures and graphs to analysis, summarized and recommend.

Information obtained from questionnaire, interview and documents was analyzed, coded and updated according to coding framework. Data's conducted through interviews was recorded and analyzed and data's' obtained through questionnaires was coded and analyzed using statistical package for the social science software (SPSS). The researcher used descriptive statics such as frequency counts, percentage, mean values, and charts for structured items and interprete according to the findings.

3.6 ETHICAL CONSIDERATION

The researcher assured the purpose of the research paper and confidentiality of any information gathered through questionnaire on the introductory part of the paper. During data gathering the researcher approached and explained the purpose and assured the confidentiality of the information gather and only used for the intended purpose.

3.7 RELIABILITY AND VALIDITY OF DATA COLLECTION TOOLS USED

While gathering the information privacy of the respondents also kept confidential and due consideration was given to obtain consent from each participant about their participation in the study. It was conducted on voluntary basis. The findings of the research were presented without any deviation from the outcome of the research. In addition, the researcher gave full acknowledgements to all the reference materials used in the study.

With regard to the respondents' profile the information gathered includes age of respondents, educational qualification, and the organization they working on, current position and working experience.

CHAPTER FOUR
DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This study examined determinant factors of employee turnover and critically analyzed the effect on the performance of the organization. As stated on the methodology part, data was collected from existing employees and ex-workers of the organization. In addition documents are reviewed conducted and department heads were interviewed. The data was analyzed using percentage, cross tabulation based on the SPSS (Statistical Package for the social Science) software.

4.1 DEMOGRAPHIC AND OCCUPATIONAL BACKGRUOND OF RESPONDENTS:

Table 1:Summary of respondents' data according to Gender, Age, marital status, years of service, education level and job position.

	Existing Employees				Department Heads	
Sex	N	%	N	%	N	%
Male	35	63.6	11	68.7	4	80
Female	27	36.7	5	31.3	1	20
Total	55	100	16	100	5	100
Age						
Below 25 Years	0	0	0			
26-30	9	16.33	2	12		
31-35	18	32.7	7	43.7	2	40
36-40	13	23.6	3	18.7	2	40
above 40	15	27.4	6	37.6	1	20
Total	55	100.0	16	100	5	
Marital Status						
Married	37	67.3	9	55.3	43	80.0
Single	18	32.7	7	43.7	1	20.0
Total	55	100.0	16		5	
Qualification						
Diploma	5	9	2	12.5		
BA/BSc/BTh	41	74.5	11	68.7	4	80
MA/MBA/MTh	9	16.5	3	18.8	1	20
Total	55	100.0				
Service Year						

1-2 years	3	5.3	5	31.2		
3-5 years	10	18.7	6	38		
6-10 years	8	14.7	3	18.8	3	60
Above 10 years	34	61.3	2	12	2	40
Total	55	100.0	16	100	5	100
Job Position						
Department Heads					5	100
Managers	12	22	3	19		
Coordinator	21	38	8	50		
Officers	22	40	4	25		
Total	55	100.0	16	100	5	100

4.2 ANALYSIS OF DATA PERTAINING TO THE STUDY

The primary objective of the data gathered was to understand determinant factors effecting staff turnover and its impact on job performance of the organization. All questionnaires or data collected pointed out why employee leave their current job, what feeling do the existing employees have regarding the turnover, what additional burden do existing employee carrying because of the leaver, and what effects have it brought to the job performance of the organization.

4.2.1 Job Related and Environmental Factors

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 2: Respondents Response from Existing Employees on Workload and Work Environmental Related Factors

	Existing Employee						Ex-Employee			
	Work environment is comfortable to perform a job		I am satisfied with current workload		Working env't. is a major drive that would make me to stay in my current		Workload equally distributed among employee of the org		Working environment had an impact on your resignation	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Agree somewhat	18	32.0	16	29.3	14	25.3	20	37.3	4	18.2
Strongly Agree	12	21.3	5	9.3	5	9.3			1	9.1
Agree	10	18.7	15	28.0	9	16.0	3	5.3	1	9.1
Disagree	10	17.3	14	25.3	18	32.0	12	21.3	9	54.5
Strongly Disagree	5	9.3	4	6.7	9	16.0	20	36.0	1	9.1
No comment	0	1.3	1	1.3	1	1.3				
Total	55	100	55		55	100	55	100	16	100

As indicated in table 2 above, for the statement that the working environments is comfortable for the job, 12 (21.3%) of the respondents from existing employee are strongly agreed with the statement and 10(18.7%) agreed with the statement, 18(32%) of respondent agreed somewhat, 10(17.3%) disagree, and 5(9.3%) strongly agree with the statement.

This mean the aggregate value states that majority or more than 70% of respondents from existing employee agreed with the statement that the working environment is comfortable to perform the jobs. Former employees of the organization were asked that either working environment had an impact and was a reason for the resignations. And they responded that 4(18.2%) agreed somewhat, 1(9.1%), strongly agreed and agreed, 9(54.5%) and 1(9.1%) respondents were disagree and strongly disagree with the statement, the summarized value shows that 4(36.4%) of respondents were agreed with the statement and 5(63.6%) ex-employee responded that working environment had no impact for their resignation. Therefore, the overall analysis from both currently working former respondents confirmed that the environment of SC is good for doing a job.

Working environment is one of reasons for employee to leave their job and from the data distributed among respondents of existing employee as stated on table 2 above, 7(6.3%) strongly agree, 12(16%) agree, 19(25.3%) agree somewhat, 24(32%) disagree, and 12(16%) strongly disagree with the statement that working environment is the major drive that could make to stay or leave the organization..

The cumulative score, regardless of the level of difference, shows that 50.6% of respondent agreed with the statement that, good working environment is the major reason for employees to leave or stay in the organization, and 47% disagree 1.3 with no suggestion. From the above related statements, even though working environment is one of a reason for employee to leave their job, majority of the respondents 70% accepted that the working environment is conducive, good, and attractive to perform the duties they assigned on.

4.2.2 Satisfaction with current work load

Satisfaction level of employees with current workload determines feelings of employees to stay or leave their current job. In addition to this, organizations ability to achieve its objectives depends on the level of job satisfaction that are obtained from the work. As stated on table 2 above, 7(9.3%) of respondents of existing employee are strongly, 21(28.4%) agree with the statement, 22(29.7%) agree to somewhat, 19(25.7%) disagree, and 5(6.8%) strongly disagree with the statement. The overall value shows that 67.6 % of the respondents are satisfy with their current work load. This means satisfaction with work load enables to provide quality service and reduces work stress.

Fair and equal distribution of work load among the worker was one of the questions forwarded among respondents of existing employees. Accordingly 27(36%) of respondents are strongly disagree with the statement, 16(21.3%) disagree, 28 (37.3%) are agrees somewhat, and 4(5.3%) are agree with the statement. The mean value of 3.88 shows that majority of the respondents of existing staff argued that the work load is not equally distributed among all employee of SC.

Even though employees are satisfied with current work load as indicated on table 1 above, it was also shown that existing employees are dissatisfied with the currently work load are disagree with fair distribution of the work load. The scenario is that jobs are not well studied

and designed, job specification and evaluation was done in an unfair manner. This is one of the core reasons for employee to be dissatisfied and look for other job.

4.2.3 Salary, Other Benefits and Career Development

Organizations pay level is highly influences employee turnover since it is one of the core reason for the staffs to quit their job. According to data collected from 55 respondents of existing employees as indicated in the table 3 below, 26(46.7 %) strongly disagree with the statement, 16(28.8%) are disagree, 6(10.7%) agree somewhat, and 5(9.3%) agree, and 1(2.7%) strongly agree with the statement that “I am satisfied with my current salary”.

Table 3: Salary and other Benefits Related Factors

	Existing Employee				Ex-Employees	
	Freq.	Percent	Freq.	Percent	Freq.	Percent
I am satisfied with my current salary			Salary scale and other benefits motivated you to stay at current job		The salary you were getting compensated your workload	
Strongly Agree	2	2.7	2	4	1	9.1
Agree	5	9.3	3	5.3	1	9.1
Agree Somewhat	6	10.7	4	9.3		
Disagree	16	28.0	25	42.7	2	45.5
Strongly Disagree	26	46.7	21	38.7	4	36.4
Mean Value	4.1				1.91	

Source: Questionnaire

Respondents those terminated from the organization in a different period of time were requested either they were paid well or not. Accordingly, as indicated in table 3 above, 1(9.1%) strongly agreed, and agreed with the statement, 7(45.5%) disagree, and 6(36.4%) of former employees were strongly disagree with the statement. The overall value indicated that, 10(90.9%) of respondents said they were not paid well and 1(9.1%) said they were paid well. The mean value 1.91 shows that majority are not paid well.

The aggregate result shows that 76.7% of existing respondent claimed that they are not satisfied with SC salary or pays structure. The mean value 4.1 indicated in table 3 above, analyzed by descriptive statistics, proofs that greater part of the respondents are not satisfied with the current salary. Ex-employee of the organization were requested either they had satisfaction with salary of the organization. And it revealed similar statement that 1 respondent agreed with the statement and 10 of the respondents answered that they were not paid well by the SC.

Table 4: Ex-employee’s response on salary, management fair treatment and training factors

Statement	Yes		No	
	Freq.	Percent	Freq.	Percent
Do you think that you were paid well?	2	9.1	14	90.9
Do you feel that that you were fairly treated by the management of the organization	2	18.2	14	81.8
Have you trained your successor employee about the job?	4	27.3	12	63.6

Source: Questionnaire

Ex-employee were requested either they were fairly treated by their former employer of Save the children. Accordingly, 2 of respondents were agreed and 14 of respondents not agreed that they fairly treated by the management of the organization.

Question was also raised to the former employee either they were trained and transferred their jobs to their successor or not. As indicated in the table 4 above, 4 agreed with the statement and 12 of former employee were not trained their successor. Scholars disclosed that dissatisfied employee first psychologically remove themselves from the job and exhibit a very low level of job involvement and ultimately leave the organization for better pay.

Salary and other benefit packages of the organization enable employee to remain on their job. The data collected from respondents of existing employees as indicated in the table 3 above, reveals that 81.4% of respondents disagree with the statements that salary scale and other benefits motivated to stay in the organization and 18.6% of respondents are agree with

the statement. In other words majority of respondent are agreed that salary of the organization is not attractive and employees are dissatisfied in this regard.

Table 5: Job position of respondent * Do you think that you were paid well? Cross tabulation

		Do you think that you were paid well?		Total
		yes	no	
Job position of respondent	Managers	0	3	2
	Coordinators	0	5	6
	Officers	0	2	2
Total		0	10	11

Source: Questionnaire

Table 5 above depicts the salary that was paid in relation to job position of former employees of the organization. The data indicates, three managers, five coordinators, and two officers stated that they were not paid well. The overall result revealed that 10(100%) of respondent from ex-employee stated that they were not paid well. Therefore, it can be said that organization's pay system and benefits will have influence on employee turnover.

4.2.4 Employees Reward, Career Development, and Promotion System

Clear and equal opportunity in career development and fair reward and promotion system builds sense of organizational ownership and minimizes employee turnover and separation. In the meantime it reduces costs related to employee turnover. In the competitive environment leaders pay considerable attention to the needs of employee, particularly for workers whose skills and responsibilities are indispensable to the organization and for the workers whom the organization invest considerable resources in recruiting and training purpose. Therefore, to retain knowledge and skills of the organization, fair and equal opportunity in all aspects of organizational benefits is a crucial factor.

From questionnaire that was distributed with open ended questions, respondents stated that managers reward employee without any valid performance evaluation procedures. Thus, competent and hard working employees are ignored by the organization. The response also disclosed that, because of this, well experienced and competent and skilled employees left the organization and joined similar institution with better benefits and high salary.

Respondents from current staff were requested whether employee who work more rewarded with better appraisal and promotion. The data collected from the respondents of existing employee depicts dissatisfied employees stay longer on jobs they do not like. 71% of the respondent of existing employee agreed that unfair reward and promotion system is one of the reasons to leave the organization. 95.4% believed that competent personnel are not rewarded and promoted. Ex-employees were requested why they were resigned and they responded that low salary, unfair leadership systems were considered as a basic reason.

The study identified that lack of or inadequate training and development program that not goes to specific needs of employees lead to job dissatisfaction. Hence, lack of training lead employees to leave their current job and join other rival organizations. Former employees of the organization responded to similar question that qualification and experiences were fairly considered on the process of transfer and promotion.

4.3 MANAGEMENT RELATED FACTORS

4.3.1. Higher Officials allow you to participate in Decision Making Process

The research also investigated if SC management allow employee to participate in the decision making process. With regard to this, as shown in Table 8 below, 23(30.7%) of respondents are strongly disagree with the statement and 25(33.3%) disagree, 18(24%), 5(6.7%) agree somewhat, and 3(4%) are strongly agree with the statement. The summarized response indicates that majority of respondent 64% of respondents are disagree with the statement. This implies that, management of S C are not in a position to allow employee to participate in the decision making process of the organization.

The same statement was forwarded to the former employee of the organization as indicated in table 8 below, and they responded that 7 strongly disagree, 2 disagree and 2 respondents were agreed with the statement. Majority of respondent claimed that leaders of the SC had not allowed them to participate in the decision making process of the organization. If employees take part in the decision making process, it creates sense of ownership, decrease job dissatisfaction, and minimize staff turnover thereby increase productivity or quality of service rendered by the organization.

Ex-staff were requested about their relationship with the management of the organization. as specified in table 8 below, 3 respondents strongly disagree, 6 disagree, with the statement that there were good relationship between managers and employees of the organization.

Thus, majority of respondent of former employee pointed out that there were no good relationship between management and employees of the organization.

Table 6: Response on job and Work environment related factors from ex- employee and current employee respondents

	Existing Employees Response				Ex-Employees Response			
	Higher officials allow you to participate in decision making		Relation b/n managers and employee is good		You were allowed to participate in the decision making process of the orgn.		There were good relationship b/n managers and employee	
	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Strongly Disagree	17	30.7	42	21.3	1	63.6	5	27.3
Disagree	18	33.3	19	34.7	3	18.2	9	54.5
Agree somewhat	13	24.0	19	34.7	1	9.1	1	9.1
Agree	4	6.7	3	5.3			1	9.1
Strongly Agree	2	4.0	2	4.0	1	9.1		
No comment	1	1.3						

Source: Questionnaire

Similarly, current employee of SC were asked about the degree of relationship exist between employee and manager. With regards to this as shown on the table 7 above, for the statement “relationship between employee and managers is good” 42(21.3%) and 19(34.7%) strongly disagree and disagree with the statements and 19(34.7%), 3(5.3%), 2(4%) are agree somewhat, agree, and strongly disagree respectively. 42(56 %) of respondent of existing employee pointed out that there was no good relationship between management and employees of SC and head office.

4.3.2. Employee, Employer relations, and Organizational Impartiality

Respondents of current staff were requested whether managers encourage teamwork. Accordingly, 7(12%) of respondents are strongly disagree, 18(32%) disagree, 18(32 %) agree somewhat, 9(16%) agree, and 2(4%) strongly agree. 44.9% in general disagree and 52% are agreed that managers encourage teamwork. With regard to organizations impartiality over all benefits of employee, respondents were responded as follows. 11(20%) of respondents are strongly disagree with the statement that “the organization is impartial over all benefits of the employees”, 17(32%) disagree with the statement and the remaining 17(30.7%) agree somewhat, 6(10.7%) agree and 3(5.3%) strongly agree. The overall analysis states that majority of the employees of SC claimed that the organization is not impartial over the employee benefit handling mechanisms.

Regarding flexibility on the working conditions respondents existing employee were requested either the immediate boss arranges flexible working condition. As indicated on the table 9 above,1(2.%), 5(6.7%), and 22(40.0%) of the respondent are strongly agree, agree, and agree somewhat with the statement that immediate boss arranges flexible working conditions, and 18(33.3%) and 10(17.3 %) disagree and strongly disagree with the statement. The cumulative result shows that with slight difference majority disagree with the statement and the mean value of 3.6 reveals that higher numbers of respondents were disagreed with the statement.

The same analysis was made either the organization provides necessary tools or not. Accordingly as shown on the table 9 above, 1(2.7%), 15(20%), 22(29.3%) of respondents are strongly agree, agree, and agree somewhat that the organization provides necessary tools to complete their jobs. The other way 20(26.7%) and 14(18.7%) of respondents are disagree and strongly disagree respectively.

4.3.3 Mismanagement is one of the reasons for employee to leave their job

Respondents of existing employee were asked about the extent to which mismanagement is a reason for employee to leave the organization accordingly, 25(33.3%) and 19(25.3%) respondents responded strongly agree and agree respectively, 19(25.3%) agree somewhat, 6(8%) disagree, and 6(8%) strongly disagree with the statement. The overall data analysis indicates that 83.9% of the employee of SC agree that mismanagement is one of the reasons

for employee to leave the organization. The same question was asked using opened ended why employee are leaving their job. They were responded that, unattractive salary and benefit packages, unfair staff treatment by managers like act of nepotism, unfair promotion procedure, unwillingness of leaders not allowing employees to participate in the decision making process are some of main and basic reasons for employee to quit the job.

Respondent of former employees were asked why they were left their job and replied that lower level salary, lack of career advancement, mismanagement, looking for better opportunity were some of the reason for their resignations. On an interviewed that was conducted with department heads, question was raised “do you feel that employees are equally treated? Therefore, the overall analysis from current and former employee and department head indicated that act of mismanagement behaviors are the characters of the organization.

4.3.4 Management Intent to Address Dissatisfied Employees not to leave Their Job.

Management ability to retain its employee and keep them with their knowledge gives a competitive advantage and increase service quality and productivity. It is also true that identifying why employees are dissatisfied and minimizes turnover are core activities of human resource management program. The overall response indicates that 84% of respondent of SC agreed that managers did not take any action to dissatisfied employees of the organization.

Table 7: Management intent to address dissatisfied employees not to leave their jobs as viewed by respondents

	Management address work related issues to dissatisfied workers		Managers are doing their best to ensure that employees will not leave the orgn.	
	Frequency	%	Frequency	%
Strongly Agree	2	4.0	1	1.3
Agree	1	1.3	2	2.7
Agree somewhat	7	13.3	6	10.7
Disagree	25	45.3	20	36.0
Strongly Disagree	20	36.0	26	48.0

The data in under table five above summarizes 45 (81.3%) of respondents replied the management didn't address work related issues to dissatisfies employees. Also 46 (84%) replies managers are not doing their best to ensure employees stay in the organization

4.4 EFFECTS OF TURNOVER ON THE PERFORMANCE OF THE ORGANIZATION

The overall analysis from the respondent depicted that, majority of the respondent 46 (82.7%) argued that SC pays excess cost related with employee recruitment, training, medical examination, and other related factors. The mean value of 2.28 as indicated in Table 10 below confirms that highest rate of respondents are agree with the statement.

Table 8: Existing employees' response on Jobs Affected due to turnover and cost incurred due to turnover

	There are jobs that are affected because of employee turnover		The organization pay excess cost for new employment and other related factors	
	Freq.	Percent	Freq.	Percent
Strongly Agree	16	29.3	18	32.0
Agree	20	36.0	16	30.7
Agree somewhat	6	10.7	11	20.0
Disagree	9	16.0	7	12.0
Strongly Disagree	4	8.0	3	5.3
No comment				
Mean value			2.28	

Source: Questionnaire

Respondents through open ended question were asked about their views as to what cost the organization so far incurred due to staff turnover. Majority stated that the organization has spent cost to take new recruited to external examiners, pays top up for existing who took over as additional job, excess cost for announcements made on different mass medians, cost of training and induction for newly recruited employees, are few or matter connected to new employment process. Apart from this, respondents stated that the organization has been losing other non-monetary values; mentioning decline in the service of the organization, best

minds that cannot be replaced for years have left the organization. Some employees who were got trained in country or abroad left the organization after serving for few years and joined other similar institutions. When employee leaves his/her job the organization pays excessive amount of money some time double salary for the newly employed person. Existing employee took over additional workload until new employee gets the desired level of performance or ability.

The question was triangulated through interview that was conducted with department heads. Question was asked “what major cost does the organization pays for new employment process and other related factors?” It was confirmed that SC has been paying additional cost for matter related to the turnover. Sometimes recruitment processes go to external examiners and the organization still pays additional cost. In general it can be concluded that the organization has incurred indispensable tangible and intangible costs because of repetitive employee turnover.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This study investigates determinant factors of employee turnover in Save The Children (Ethiopian country office). The study was conducted through a samplings survey using existing employee, ex-employees, and Senior Management team. Data collection was made in the month of March, 2016 by the use of questionnaire, interview, and document analysis techniques. This chapter attempt to present the findings of the study, conclusions and make recommendations. The summaries are presented along research objectives. The general objective of the study is to understand what are determinant factors of employee turnover and its impact on the performance of the organization. Specific objectives of the study are; to examine the determinant factors of employee turnover, to measure the degree to which turnover contributes on the performance of the organization, identifying major cases and specific areas affected by the turnover, examine effects of staff turnover on the service of the organization, and finally to suggest ways and means of resolving the problems.

5.1 LIMITATION OF THE STUDY

The following limitations were identified by the researcher while conducting the field work one of the main challenges in data gathering process was getting former employees.

Few respondents were not able to return a questionnaire in due time and it was a difficult task to wait until all return as intended. Hence, these limitations have a negative impact on the quality of the subject study.

5.2 SUMMARY

Understanding the determinant factors of employee turnover at Save the children International were the major objective of this study. Unfavorable working environment is one of the main reasons for employee to move from organization to organization. The analysis that was conducted revealed that 75 % accepted as the working environment is comfortable for performing their jobs. Both currently working and employees who left the organization

admitted the same response in this regard. Therefore, the work environment had a Minimal rate of contribution for employee turnover.

The level of employees Job Satisfaction 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 were transferred or handed over to existing employee when a staff resigns from the organization. Work load and equal job distribution to every employee according to their job position are inseparable factors. Even though the work load is manageable by employee 62 % were revealed that the distribution of the work load among employees was unfair.

Pay level, salary and benefits packages are the most and highly influential factors for employee turnover. 72.3% of existing employee concluded that they are highly dissatisfied with the current pay level of the organization. About majority former employee indicated that salary was one of the reasons for their resignation. Therefore, the analysis indicated employees are discouraged because of low pay system as 83.2% 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. 93.4% from existing 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. Thus, 64% intended to leave the organization because of unfair reward system.

Employees want to be motivated and gain training and development which is one of the important factors on employee retention strategy. However, 81.3% said training and career advancement was not given in a fair manner.

Analysis was made if higher officials allow employee to participate in the decision making. From the finding of existing employee, 67% indicated that employees were not allowed to participate in the decision making process. Ex-employee of the organization agreed that they were not allowed to participate in the decisions making process of the organization. Employee employer relationship was one of the areas that 60% concluded it as a disadvantaged issue in the organization. The relationship between both parties was poor.

Former employees had also revealed that there were poor relation with the managers and employee of the organizations. Team works which in one of modern approach for implementation of organizational activities through integrating skills and knowledge of the teams. Thus, from findings 50% indicated managers of the organization encourage team work among the employees.

Mismanagement is also one of the reasons for employee to quiet their job. Management's ability to retain employee increases productivity and competitive advantage of the organization. Findings indicated that managers were not in a position to address dissatisfied employees not to leave their job. And 84% claimed manager were not able to address dissatisfied employees to ensure that employee not leave their job.

5.3 CONCLUSION

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

The research findings indicates that major activities of the organization were affected due to staff turnover. Increase in work load due to resignation of employees, cost for new recruited employee, losing skilled and knowledge of due to employee turnover, and others were affected job performance of the organization. The real factors of the organization forced even the existing employee to follow footsteps of the leaver. The finding claimed that most of existing employee intended to quit their job if they get any opportunities in other similar organizations.

The findings lead to the conclusion that the Save the children is losing its human capital that means intellectuals and other key personnel those cannot be replaced in years and due to this it leads to jeopardize the service of the organization.

5.4 RECOMMENDATIONS

To reduce on the rate of employee turnover, save the children have to look to the Human Resource 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 employers to acquire qualified and skilled personnel; rather retaining the experienced 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 organization and in the mean time lead to decline in the productivity and job performance of the organization. Hence, managers should make a maximum effort in the handling of employee and motivate dissatisfied employees.

All managers should work with its human resource policies and provide training programs in a fair manner to all levels and categories of employee based on the pre-planned programs and upon departments need assessment analysis as stipulated on the personnel manual of the organization and based on area of training interest indicated by employees on their performance appraisal document.

Save the Children should demonstrate equal and fair employee handling mechanisms based on their performance evaluation.

Managers do more effort on team work so they may able to share and integrate individual ideas for the betterment of job performance. They should also approach employees at their work place, particularly identify employees with dissatisfied and address issues not to leave their jobs.

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Questionnaire for Existing Employees

St. Mary University

School of Graduate Studies

This Questionnaire will be filled by Employees of Save the Children

The questionnaire is designed to prepare a thesis on the title of “Determinant factors of Employee Turnover on Save the children. The outcome of the study will be used for suggesting possible solutions to problems identified while conducting this study. Therefore, I would kindly request you to share your precious time to fill in the questionnaire. I would like to confirm that the information you provide will only be used for academic purposes. Your genuine, frank and timely responses are extremely determinant for the success of this study. Hence, I would once more kindly request your contribution in filling this questionnaire honestly and responsibly.

A. General Background

1. Your age ;

- a) Below 25 years b) 26-30 c) 31-35 d) 36-40 e) above 40

2. Sex:

- a) Male b) female

3. Marital Status;

- a) Married b) Single

4. Academic qualification;

- a) Below 10th grade b) 10+2 c) 12+2 d) BA/BSc/BTh
e) MA/MBA/MTh f) PhD

5. Year of Service in Save the Children;

- a) Less than 1 year b) 1-2 years c) 3-5 year d) 6-10 years
e) Above 10 years

6. Position;

- a) Director b) Division Head c) Section Manager

d) Coordinator

e) officer

f) other please specify.....

B. Individual and Job Factors

Please indicate the extent to which you agree with each statement below by putting a “√” mark in the appropriate column in the table below against each of the response scales:

SA = Strongly agree; A = Agree; ASW = Agree somewhat;
D = Disagree; SD = Strongly disagree

No	Statements	SA	A	ASW	D	SD
1	The working environment is comfortable and allows ease to perform my job.					
2	I am satisfied with my current salary					
3	There is a clear reward system based on performance in the organization					
4	Attractive salary and benefits are the major drivers that would make me stay in my current job					
5	Good working environment is the major driver that would make me stay in or leave my current job.					
6	I am satisfied with the current work load					
7	The work load is divided equally among all the organization employees					
8	Employees who work more are rewarded with better appraisal rate and promotions.					
9	Unfair rewards and promotion systems would drive me to leave my current job.					
10	Career development program is available in the organization					
11	Job training and career advancement are given in a fair manner					
12	I believe that lack of career development is one of the reasons for employees to leave the organization.					
13	My organization is fair in general					
14	There is promotion and appraisal procedure in the organization					
15	Salary scale and other benefits motivated you to stay at your current job					
16	You stayed at the current job because you don't have other options.					
17	Your immediate boss/administration arrange flexible working conditions					
18	Organization's higher officials allows you to participate in decision making					
19	The relationship between employees and managers is good					
20	Interpersonal relationship between employees is good.					
21	Your current organization is impartial for over all benefits of employees					
22	I believe that mismanagement is one of the basic reason for employees to leave their current job.					
23	There are jobs that are affected because of employee turnover					
25	I am provided with necessary tool/resources to complete my job					
26	My manager encourages team work					
27	There is a high moral among members of the organization					
28	Management tries their best to ensure that employees will not leave the organization					
29	Management addresses the work related issues to the dissatisfied employees					
30	The Organization pays additional and excess cost for announcement, medical, and other matters when recruiting new employees.					

31. When one staff leaves the organization, existing employee takeover his duties as additional job until new employee recruited or assigned.

a) Yes

b) No

32. Have you got any long or short term training or education opportunity/scholarship program in the organization?

a) Yes

b) No

33. Do you leave your current job if you get other opportunities?

a) Yes

b) No

If your answer is 'yes' to the above question, why is it?

1. Due to weak leadership/administration system of the organization
2. No career development program
3. To get better salary and benefits
4. Dissatisfaction with the job

C. Please answer the following questions in some detail.

In your view what are the basic reasons for employees leaving the organization?

In your view what cost does the organization incurred due to the leavers?

Do you know any job or work areas that are interrupted or fully terminated due to the leavers (employee leaving their job?) Please explain in detail _____

How do you observe the service of the organization in relation to the employee leaving their job? Do you explain how it affected or can you explain effects of turnover on the performance of the organization? _____

Thank you very much for your kind co-operation

Questionnaire for Ex-Employees

St. Mary University

School of Graduate Studies

This Questionnaire will be filled by ex-employees of Save the Children

This questionnaire is designed to prepare a thesis on the title of “Determinant factors of Employee Turnover on Save the children”. The outcome of the study will be used in order to suggest possible solution for problems identified while conducting this study. Therefore, I kindly request you to spend your precious time to fill the questionnaire. I confirm you that the information you provide will be fully used for academic purpose only. Your genuine, frank and timely responses are extremely determinant factor for the success of this study. Hence, again I kindly request your contribution in filling this questionnaire honestly and responsibly.

A. General Background

1. **Your age ;**

- b) Below 25 years b) 26-30 c) 31-35 d) 36-40 e) above 40

2. **Sex:**

- a) Male b) female

3. **Marital Status;**

- a) Married b) Single

4. **Academic qualification;**

- b) Below 10th grade b) 10+2 c) 12+2 d) BA/BSc/BTh
e) MA/MBA/MTh f) PhD

5. **Year of Service in Save the Children;**

- b) Less than 1 year b) 1-2 years c) 3-5 year d) 6-10 years
e) Above 10 years

6. **Position;**

- a) Department Head b) Section Head c) Instructor/professor
d) Coordinator e) Controller f) Other please specify.....

B. Job and management related questions

7. Did you feel that you were fairly treated by the management of the organization?

- a) Yes b) No

If your answer is 'no' what is the reason?

8. How was your relationship with the management/department heads and immediate boss?
 a) Very Good b) Good c) Fair d) Bad

9. Have you ever made any grievance to your boss?
 a) Yes b) No

If your answer is 'yes' how did you feel about the response?

- a) Very satisfied b) satisfied c) Not satisfied d) Was no reply at all

10. Do you think that you were paid well?
 a) Yes b) No

11. How was the work environment in which you were working?
 a) Very good b) Moderate c) Fair d) Bad

18. When you resigned your job, did you handover the jobs to your successor (replacement)? a)
 Yes b) Yes but not fully c) No because there was no successor
 employee / replacement d) No, because resignation was immediate (without prior
 notice)

19. Have you trained your successor employee about the job?
 a) Yes b) No

20. Have you got any long or short term training or education opportunity in the organization?
 a) Yes b) No

F. Please indicate the extent to which you agree with each statement below by putting a “√” mark in the appropriate column in the table below against each of the response scales:

**SA = Strongly agree; A = Agree; ASW = Agree somewhat;
 D = Disagree; SD = Strongly disagree**

No	Statement	SA	A	ASW	D	SD
1	You resigned from the organization because of unfair management system					
2	Employees were treated unfairly					
3	The salary you were getting compensated your work load.					

4	There was good relationship between leadership and employees					
5	There was good relationship among employees					
6	You believe that employee assigned on your former job perform the duties without any further training					
7	There was structured career development system in the organization					
8	There were promotion mechanisms based on performance					
9	On employee promotion and transfer procedures qualification and work experience were fairly considered.					
10	There were training and development programs in the organization					
11	Working environment had an impact on your resignation					
12	You were allowed to participate in the decision making process					
13	You got knowledge or skills at your former organization.					

21. Reasons /factors contributed for your resignation (please number { 1, 2, 3, .. } from the best basic reason to the lowest reasons

- To get better pay/ salary
- Unfair employee handling system in the organization /Mismanagement system in the orgn.
- Lack of career development
- Dissatisfaction with the job
- To get further educational opportunity
- Better opportunity in other organization in
- Family related causes

22. Do you think that employee turnover may incur an additional cost on training and recruitment Process, and also have an impact on the productivity of the organization? If 'yes' please explain.....

Thank you very much for your co-operation

Appendix C: Interview guide questions for department heads

St. Mary University

School of Graduate Studies

Interview guide questions for administration and department heads Save the children

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

Thank you very much for your response

