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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

FACTORS ASSOCIATED WITH EMPLOYEE TURNOVER
INTENTION AT ASKU PLC, BURAYU, OROMIA, ETHIOPIA

BY
DEREJE TEFERI

JUNE, 2018
ADDIS ABABA

FACTORS ASSOCIATED WITH EMPLOYEE TURNOVER
INTENTION AT ASKU PLC, BURAYU, OROMIA, ETHIOPIA

BY

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ACRONYMS

HRM	Human Resource Management
SPSS	Statistical Package for Social Sciences
ROC	Receiver-Operating Characteristics Curve

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ABSTRACT

Human resource is the most important asset of the organizations upon which its existence depends. However, employee turnover critically affects emerging industries. A study conducted in Egypt in 2017 representing different local companies revealed that 45% and 35% of the employees had intended to leave their jobs within three and six months respectively. Asku plc is one of the beverage industries in Ethiopia experiencing critical turnover of employees. The aim of this study was to assess the intention of employee's turnover in Asku plc, Burayu Town, Oromia, Ethiopia. The study was done using cross-sectional quantitative and qualitative methods on 90 employees. The primary data was collected using structured questionnaire and by interviewing top management for the period between April and May 2018. Descriptive statistics was used to organize and summarize the data. An exploration of factors associated with employees' turnover intention was assessed using multiple logistic regression, and results were interpreted using Odds Ratio. Data was analyzed using SPSS V.22. The result showed that the employees' turnover intention at Asku plc was 52%. Factors associated with employees' turnover intention were: being age 26 years and above (95%CI=1.10, 16.09; p-value<0.05); being unmarried (95%CI= 0.001, 0.234; p-value<0.001); serving in Asku plc for more than one year (95%CI= 1.51, 15.93; p-value<0.01), lack of reasonable leaves provided by the company (95%CI:1.20, 5.96: p-value<0.02), uncomfortable working environment (95%CI=2.25, 29.03; p-value<0.01), and lack of enough training provided to the employees' working position (95%CI= 1.14, 8.22, p-value<0.03).

Key words: Employees turnover, Asku beverage industry, Logistic Regression.

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Findings illustrates that the most important asset of the organization is human resource, upon which its existence and sustainability depends. One of the, mechanisms of minimizing cost and increasing productivity is utilization of experienced and skilled human resource contribution in all the activities of every organizations. In order to use this human resource effectively organizations should struggle to work on turnover reduction through attracting and retaining qualified and experienced employees by practicing and implementing various strategies.

In the era of globalization, turnover is a persistent problem in organizations and it is common in every type and size of organization and at every organizational level. Staff turnover is a serious issue and expense a lot the organization due to termination, advertising, recruitment, selection, and hiring (Abbas & Hollman, 2008). When an employee leaves an organization, the ability of the remaining employees to complete their duties is affected.

Turnover intention is defined as the plan of employees to leave their work. Intention to leave may affect the organization in achieving its goals, which in turn lead to reduced level of overall innovation, provision of quality services to the customers and a negative psychological effect on the employees that remain in the organization (Ayinde and Adegroye, 2012). Turnover intention seems to be reasonable prediction for actual turnover (Cho and Lewis, 2012) Retention and staff turnover are two important issues that affect organizations in several ways. In this context, it is important to cite Andrew Carnegie, the famous industrialist of the 19th century, who mentioned: “Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all of these but leave me my key employees, and in two or three years, I will have them all again” (Gupta & Srivastava, 2007).

Employee turnover is a warning sign of low morale and it is the amount of movement in and out of employees in an organization. In general employees leave their jobs either voluntarily by their own decision or forced to leave by the decision of the employer. As the result of excessive turnover, organizations incur additional costs and holdup their performance, when organizations face high employee turnover they become behind the target set in achieving their goals and unable

to produce quality products for their customers.

Asku plc is a private owned company led by Ethiopian shareholders found in Burayu town, about 25 km from Addis Abba to the direction of western Oromia. It is located on the area of 91 square kilometers and entered the business world on beverage industry in 2000.

Its principal activity is producing multiple types of beverage products and distributing for local markets in Ethiopia. Among the products of the company ½ liter, 1 liter, 2 liter & 20 liter Aquaddis bottled mineral water is the initial product during entering in the market. CSD (Carbonated Soft Drinks) like RC Lemon, RC Orange, RC Tonic, RC Cola products franchised from North America are also products of the company. Presently, Asku plc is further carrying its good name to other sectors expanding the business and started producing Mango Juice, Ethiopicana Juice and natural mineral water, Sparkling mineral water. The company is internally audited by FMHACA (Food Medicine, Health Administration & Control Authority) every 3 months, ECA (Ethiopian Conformity Assessment) 4 times in a year, accidentally by Industry Minister and Ministry of Trade independently, ISO 22000 2005 for food safety management system yearly and externally audited by US army twice in a year. The company has played great role in creating job opportunity for more than 900 jobless of the surrounding community and other job seekers coming from other different areas of the country. In addition to its economic contribution in the form of tax it has participated in corporate social responsibility by constructing pipe line water and coble stone near the factory for local community, planting and growing trees and reutilizing damaged products to prevent environmental pollution. Asku plc.'s has strong financial integrity, above 18 years of excellent market experience in delivering reliable products with its educated and skilled employees and accordingly the company stated as one of outstanding sales and excellent customer service delivering business sectors in the country.

The company has well-structured organogram, salary scale that is revised every two years and progression scheme for employees to be promoted from one position to other. Transportation service provided to all employees per shift.

Despite all these motivating factors provided by the company employee turnover in the company is high and increasing from time to time and the production output is decreasing. The long term plan of the company to fulfill the demand of local customers and to export its products abroad cannot be achieved unless employee turnover is minimized.

The reason to select this topic is to examine the main causes of employee turnover intention in Asku plc, Oromia and proposing a conceptual framework. Accordingly, such assessment based studies is a vital to know the status of current employee turnover intention and take necessary corrective action to prevent the factory from any consequences of turnover. More over although the company Asku plc is expanding, dramatically growing and providing multiple facilities and benefits its employees it is encountering frequent turnover and needs investigation for possible corrective action.

1.2. Definition of Terms

Terms frequently used throughout this study are operationally defined as follows:

Turnover: The number or percentage of employees who leave a group, unit, or organization during a specified time period (Hausknecht & Trevor, 2011)

Employee turnover: refers to the movement of employees out of an organization (Bohlander et al., 2001).

Intention: The term “intention” describes an employee’s desire or deliberateness to leave the organization (Martin Jr., 1979; Tett & Meyer, 1993).

Turnover intention: Is defined as the conscious and deliberate willfulness to leave an organization (Matz, Woo & Kim, 2014, 233).

Involuntary Turnover: is defined as employer-initiated termination (Heneman, 1998).

Voluntary Turnover: refers to termination initiated by employees (Heneman, 1998).

Functional Turnover: is the exit of poor performing employees whose talents can be replaced easily.

Dysfunctional Turnover: refer to the exit of effective performers and is of greatest concern to the management due to its negative impact on the organization’s general performance (Griffeth & Hom, 2001).

Internal Turnover: occurs when an employee is transferred/promoted to another position within the organization.

External Turnover: Arises when an employee separates the organization to join another.

1.3. Statement of the Problem

Failure or success of an organization in providing its quality product or services to customers, in achieving goals and fulfilling their mission is highly dependent up on effective human resources utilization. Employees' turnover puts the company under various problems such as: turnover separation pays, under-target production, workload on the remaining employees, over-time and part-time paid until the replacement found. unemployment claims and pay for the cost of recruiting and hiring, time and money spent in advertising, interviewing, and hiring a replacement employee, training of new employees and so on (Williams C. R. et al, 1994:269).

Besides loss in target product, money and time spent, the company also losses in terms of some indirect costs like lowering of existing employee morale that may be due to increased work or due to the arousing dissatisfaction with the company. Once an organization finds and hires a new employee, it still experiences flagging the quality of work while the employee learns his or her new job. In other words, it costs the organization money every time an employee leaves because it takes even more time and resources to return to the same level of performance that the organization had before (Bebe, 2016).

A research conducted in USA showed that more than 40 million baby boomers are expected to leave the workplace by 2020 (Carnevale, 2005). Based on data from nearly 30,000 organizations in the US, the voluntary turnover rate has increased from 9.2% in 2010 to 11% in 2014. The situation is worse for healthcare professionals, including nurses, as the turnover rate has dramatically increased from 13.5% in 2011 to 17.2% in 2015. Resignation is not a sudden decision; it is preceded by an intention to leave the workplace. High employee turnover has become a problem for beverage industries as highly skilled and well experienced employees leave the position they held in companies.

Asku Plc is one of the private owned companies playing its role in contributing its part to the socio-economic development of the country, Ethiopia by creating job opportunity, collecting and paying the necessary tax. The company has currently created job opportunity for more than 900 employees. However, in terms of actual turnover, as observed from Payroll data report of Compensation & Benefit Section, Human Resource Department 162, 195 & 220 employees left

the company in 2015, 2016 & 2017 respectively due to different reasons (Asku, 2017). Therefore, in this frequent and increased outflow there is a chance of losing highly skilled and well-experienced workers that adversely affect the company.

As it is stated on the data of Compensation & Benefit Section, Human Resource Department of the company understudy the number of employees leaving is increasing from time to time. The purpose of this study is to assess employee turnover intentions in Asku plc. It would have been better to study on cause of turnover, but limited access in getting left employees from the company causes difficulty in studying on turnover. Rather studying on intentions is useful for management to take timely corrective measures before employees actually leave the company. It alarms the management and is less costly to deal with retention than replacement of left employees. Though, every model designates one common factor – turnover intention – as the antecedent of actual turnover behavior it is thus, essential for the Firm to find out the reasons that initiate turnover intention amongst its employees. An individual may have an intention to leave the organization immediately or may have intentions to leave the organization in the near future. Similarly, an individual may also have the intentions to leave the job, the organization, or the profession. Whatever be the intention to leave, it is crucial for the organizations to know the intention of employees leaving their company and to control their leaving initiation. Therefore, this research tries to address the following research questions.

1.4. Research Questions

- What is the magnitude of employees' turnover intention from Asku plc?
- What are the major reasons for employees' turnover intention at Asku plc?
 - ✓ What is the relationship between employee turnover and employees' salary and benefit package?
 - ✓ What is the relationship between employees' turnover intention and employee-management relationship at Asku plc?
 - ✓ What is the relationship between employee turnover intention and working environment, promotion opportunity, recognition for performance & capacity building opportunity?

1.5. Objectives of the study

1.5.1. General objective

The General objective of the study is to assess the intention of employee's turnover in Asku plc, Burayu Town, Oromia, Ethiopia.

1.5.2. Specific Objectives.

The specific objectives of the study will be:

- To describe the magnitude of employee turnover intention at Asku plc.
- To identify the main reasons for employee turnover intention at Asku plc.
 - ✓ To assess the relationship between employee turnover intention and employees' salary and benefit packages?
 - ✓ To assess whether employee-management relationship is a reason for employee turnover intention.
 - ✓ To examine the relationship between employee turnover and working environment, promotion opportunity, performance recognition & capacity building opportunity.

1.6. Significance of the Study

Beverage industry success can be measured mainly through delivery of quality product to their beneficiaries/customers. This can be achieved through designing of well formulated plans and programs, allocation of sufficient budget and raw materials, assignment and retention of committed and competent employees. Accordingly, firstly or in its specific target, this study assesses the employee turnover intention in Asku plc. It provides important information about the existing circumstances of employee's turnover intention to the management in the factory. The study also tries to find factors intensifying employee turnover intention through variables of the study and the possible means for minimizing turnover. Moreover, this study laid ground for future researchers on employee turnover intention in the factory and other related areas.

Secondly in its wider scope, Ethiopia is in a transition from agricultural mode of production to

industrial manufacturing stages throughout the country's multidimensional developments. And this ongoing developmental process are supported by the international and national investors. Especially our local investors are engaged in multiple types of industrial productions and expanding the business. They contribute their part, in increasing Gross Domestic Product (GDPs) of the country through working hard, creating job opportunity specially towards minimizing of migration, decreasing foreign currency, good image building of the country by reducing dependency over the developed nations. In order to support the above mentioned industrial or factory related progresses of the country Ethiopia, there should be such studies in many part of the country in adding knowledge smartly to the area of all concerned sectors including researchers, policy makers, national international investors or stakeholders.

1.7. Scope of the Study

Employee's turnover is broad in the sense it comprises voluntary and involuntary turnover. But, this study addresses only voluntary turnover intention of the factory. The study also delimited itself on voluntary turnover intention in Asku plc, Burayu Oromia region. It did not focus on other projects of the organization.

Considering the whole employees of Asku plc in the study would provide accurate data and good picture for the problem. But as the study is undertaken within the academic year due to limitation in time, finance the researcher took only sample of 90 respondents out of total population of 900. There is also limitation in availability of data and location.

1.8. Organization of the Paper

The paper consists of five chapters. The first chapter features, Background of the study, research question, objective of the study, significant of the study, scope of the study and organization of the paper. The second chapter is literature review; it covers both empirical and theoretical documents. And the third chapter is research design and methodology which include the research design, source of data, data gathering tools and data analysis. The fourth chapter consists of the main study of the data presentation, analysis and interpretation. The last paper consists of summary, conclusion and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1. Theoretical Literature

This section reviews literatures developed on the issue of employee's turnover intention. In the theoretical section, the paper discussed different definitions and concepts of employee's turnover intention, factors of employee's turnover intention, cost of employees turnover, measuring turnover and retention theories as well. From the different theories and literatures own conceptual framework was developed.

2.1.1. Definition of Employee Turnover and Turnover Intention

Employee turnover: 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).

The negative effects of employee turnover are economic costs, productivity losses, impaired service quality, lost business opportunities, increased administrative burden and loss of morale among the remaining staff (Griffeth and Hom, 1994). However, employee turnover costs are not only monetary but the company may have also lost the 'knowledge' possessed by the departing employee (Gomez-Mejia et al., 2001).

Turnover intention: Turnover intention is a serious issue especially in the field of Human Resource Management because the costs associated with high labor turnover. Turnover consists of cost of recruiting and selecting new employees, as well as the cost of loss of sales due to the low experience of new workers. If an employee intends to leave and contributes to turnover rate, the loss of a company bear is greater than paying a high wage to the employee, (Kumar, et.al. (2012).

2.1.2. Types of Employee Turnover

2.1.2.1. Voluntary Turnover: Gomez-Mejia et al (1997) defined voluntary turnover as a separation that occurs when an employee decides for personal reasons to end the relationship with the employer. The decision could be based on the employee obtaining

a better job, changing career, or wanting more time for family or the present job is unattractive because of poor working conditions, low pay or benefits, and bad relationship with supervisor. In most cases the decision to leave is a combination of having attractive alternative opportunities and being unhappy with aspects of the current job. Sims (2007) conceded that voluntary turnover occurs when an employee initiates the termination of their employment of their own free will.

2.1.2.2. Involuntary Turnover: Gomez-Mejia et al (1997) defined that involuntary turnover occurs when management decides to terminate its relationship with an employee due to economic necessity or a poor fit. The organization or the employee cannot control this type of turnover. It is further stressed by the authors that involuntary turnover results in very serious and painful decisions that can have a profound impact on the entire organization, especially the employee who loses his or her job.

2.1.2.3. Functional Turnover: is the resignation of substandard performers. Functional turnover doesn't hurt the company. Employees who elect to leave their jobs might be part-time employees without unique skills, or they are simply not too performers. The loss of their talents doesn't prevent work from getting done effectively. If they are poor performers the company can even benefit by replacing them with better performers and improving the quality outcome of the affected jobs. With functional turnover, the benefits gained by replacing outgoing employees exceed the costs incurred.

2.1.2.4. Dysfunctional Turnover: refer to the exit of effective performers and is of greatest concern to the management due to its negative impact on the organization's general performance (Griffeth & Hom, 2001)

2.1.2.5. Internal Turnover: is when an employee leaves one department, out of his or her volition, to work for another department within the same company. Internal turnover is generally considered an opportunity to help employees in their career growth while minimizing the more costly external turnover. A large amount of internal transfers leaving a particular department or division may signal problems in that area unless the position is a designated stepping stone position

2.1.2.6. External Turnover: is when an employee resigns, out of his or her volition, to work for another organization.

2.1.3. Causes of Employee Turnover

Many employees in different industries leave their job because of multiple internal and external factors. Different writers state 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).

Existing literature (Abassi and Hollman, 2000; Hewitts Associates, 2006; Sherman et al. 2006) highlight reasons for employee turnover in the organizations: hiring practices; managerial style; lack of recognition; lack of competitive compensation system; toxic workplace environments. Others include lack of interesting work; lack of job security; lack of promotion and inadequate training and development opportunities, amongst others. These are intrinsic and extrinsic motivational factors which can assist managers to influence employee retention in their organizations. The problem, however, is that managers have failed in identifying and properly using these variables as retention strategies thereby resulting in the prevailing high turnover rate in the organizations.

There is an abundance of studies and empirical research, predominantly in advanced countries, that investigate the relationship between employee satisfaction and turnover intentions. The result of such study by Walim Rahman (2013), for example, showed that employees' turnover intention is highly related to their perception of the workplace and their satisfaction. Besides inadequacy and shortcomings in management, there are numerous factors that impact on employees' intention to leave their job or the organization. Some of the main reasons for employee turnover included is encouraging employee attitude, organizational configuration, management deficiencies, excessive job demands, undesirable experience in the organization, and job dissatisfaction (Wali & Zekeriya, 2013). Other causes include, underpayment, limited career growth, lack of job commitment, undue work stress, and poor management.

2.1.4. Cost of Employee Turnover

Employee turnover causes the following potential disadvantages for organizations. Economic costs, productivity losses, impaired service quality, lost business opportunities, increased administrative burden and loss of morale among the remaining staff (Griffeth and Hom, 1994).

However, employee turnover costs are not only monetary but the company may have also lost the 'knowledge' possessed by the departing employee (Gomez-Mejia et al., 2001).

Labour turnover is a serious and ongoing problem of great concern to employers of labour. Joseph (1972) noted that labour turnover costs American industry 11 billion dollars a year. This figure includes costs of recruitment, hiring and training replacements. In addition, new employees are prone to accident, because more breakages and make more mistakes than experienced worker, so that the cost of replacing a man may greatly exceed the hiring estimates (Stessin, 1961). In the U.S. for the period of December 2000 to November 2008, the average total none seasonally adjusted monthly turnover rate was 3.3%, however, the rates vary widely when compared over different period of time or different job sectors. For example, during the period 2001 and 2006, the annual turnover rate for all industry sectors averaged 39.6% before seasonal adjustment, during the same period the leisure and hospitality sector experience an average rate of 74.6% (Bureau of Labour Statistics, 2008).

Loss in Productivity: Analyses of the costs associated with turnover yield surprisingly high estimates. With these high estimates, it is important for organizations to understand that general turnover rates in the workforce can have a serious impact on an organization's profitability and even survival. In a Coca Cola Retailing Research, Blake 2006 (as cited in Kukreja 2011) estimated that about US\$5.8 billion annually are lost in the supermarket sector alone due to employee turnover. More importantly, this figure significantly reduces the profitability of firms to as much as 40%. Apart from this, the cost of involuntary turnover can be attributed to the fact that, it demoralizes employees that what has happened to their colleagues can equally be extended to them and as such they tend to slow down putting up their best which in turn affects productivity.

Low Level of Commitment: While a position is vacant the productivity of the former employee is lost and the productivity of the overall organization is reduced as the remaining workers cope with being shorthanded. Jay (1998) referred to these as the temporary replacement costs of getting the work done while the post is vacant and can include overtime, temps and many others.

High Training and Recruitment Costs: The replacement employee's time, other employee's time and valuable resources must be expended to train each employee and to facilitate the transition because no new employee starts working at 100% efficiency. Jay (1998) added the induction costs to the training and refers to this as direct costs and pay during unproductive early stages. Stone

(2002) maintained that this phase is the non-productive time because it is characterized by dislocation of the other employee's work as the new employee tries to settle down and incurs the same view on the lost productivity. Thus, training costs includes an organization's expenditure to orientate and train replacements and opportunity costs caused by inefficient production

Loss of Experienced and Skilled Personnel: According to Mitchell et al (2001), employee turnover imposes extensive cost both the individual and the organization level. At individual level, it does not matter if the person leaves voluntarily to another job or is forced to leave and take a personal toll. For organization level, the problem arises when leaving employees take their valuable knowledge and expertise gained through experience with them.

Loss of Confidence: employee turnover is viewed as having critical negative impacts not only on the development of the employee's technical competence and skills levels but also on the morale of the remaining employees and the image of the company (The Institute of Singapore Labour Studies, 2001).

2.1.5. Retention of Employees

Retention is a voluntary move by an organization to create an environment which engages employees for long term (Chaminade, 2007). The main purpose of retention is to prevent the loss of competent employees from the organization as this could have adverse effect on productivity and service delivery. However, retention of high performing employees has become more challenging for managers as this category of employees frequently move from one job to another as they are being attracted by more than one organization at a time.

2.1.6. Effort to Retain Employees

Empirical studies (Kinnear and Sutherland, 2001; Meudell and Rodham, 1998; Maertz and Griffeth, 2004) have, however revealed that extrinsic factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were cited by employees as key motivational variables that influenced their retention in the organizations. The implication of this therefore is that management should not rely only on intrinsic variables to influence employee retention; rather, a combination of both intrinsic and extrinsic variables should be considered as an effective retention strategy

2.1.7. Measuring Turnover

The commonly used formula to calculate a basic turnover rate for any given period is described as shown below by the United Kingdom based Chartered Institute of Personnel & Development (CIPD) 2006 report. (www.cipd.co.). Turnover has a significant impact on an organization and these needs to be measured. The separation rate is calculated as below;

$$= \frac{\text{Number of leavers}}{\text{Average N}^{\circ}\text{Employed}} * 100$$

And the other formula that is used to calculate the retention of more experienced employees, the stability index;

$$\frac{\text{N}^{\circ}\text{. of Employees with one year's services (or more) on particular date}}{\text{N}^{\circ}\text{. Employed one year ago to the date}} * 100$$

However, Loquercio, (2006; 4) suggest that number of leavers should encompasses all leavers, including people who left due to dismissal, redundancy, or retirement, but it typically excludes those leaving at the end of fixed contract. The main purpose of excluding fixed term employees from the calculation is that it does not indicate the real problem of the organization. The above total figure includes all leavers, even people who leave voluntarily, dismissal, redundancy or retirement.

But this formula is not used for this paper because it deals with only voluntary turn over in both institutions. Measuring employee retention rate and the costs of turnover to the organization is vital in delivering a quality training 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 organization; some are indeed beneficial and cost effective (Loquercio D. (2006)

Many employees in different industries leave their job because of multiple internal and external factors. Different writers state 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).

According to Willis Towers Watson (2015), a research that was done by Global Workforce Study, Talent Management and Rewards Study from global professional services firm, Towers Watson shows that the retention rate has declined. Most of the employees are saying they are likely to leave the company within two years; now 36% compare to 29% in years 2012 (Willis Towers Watson, 2015).

According to Jeffrey (2007), if the distrust of management is pervasive and dissatisfaction among employees would lead to decreasing job tenure, increasing turnover and intention to quit. Therefore, employer shouldn't lose sight of this factor.

Turnover intention is serious issues especially in the field of Human Resource Management. This is focusing on market clearing level on the costs associated with high labor turnover. Turnover costs consist of cost of recruiting and selecting new employees and as well as the cost of loss of sales due to the low experience new worker. If an employee intends to leave and contributed to turnover rate, the losses of a company bear is much greater than paying a high wage to the employee. Bodla & Hameed (2008) suggested that the employees' turnover will have substantial cost or risk of losing social capital. The research further examines the dimension on the employees' turnover intention, which is a controllable and uncontrollable force. There are five variables that been identify, which is the satisfaction with pay, satisfaction with working conditions, satisfaction with supervision, organizational commitment, and Job stress.

Atef et.al. Conducted a study in Egypt local companies in 2017 to assess factors affecting employees' turnover intention. A cross sectional study design was applied using a sample size of 108. The results revealed that 45% and 35% of the employees had intended to leave their jobs within three and six months respectively. Among those who have intended to turnover, 81% were males. The major factors for employees' turnover intention were poor organizational commitment and lack of job satisfaction (Ghada Atef, 2017).

Ramesh Kumar, Charles Ramendran & Peter Yacob conducted a study in Malaysia in May, 2012 on Turnover Intention in Fast Food Industry: Employees' Fit to the Organizational Culture and the Important of their Commitment. A cross sectional study design was applied using a sample size of 278. The results revealed although no systematic report on exact turnover rates in the Malaysian fast food industry has been published, the study of Ghazali (2010) has shown evidence derived from the managers at head offices which show that the labor turnover rates exceeded 100%.

In addition, the latest research done by Ryan, Ghazali and Mohsin (2011), they took a sample of 806 from the workers from fast food industry and found that 20% were often thinking of leaving their occupation, and the intention to leave were found to be influenced by friends, and feeling stressed and burn out.

According to the US Department of Labor and Statistics, turnover can cost an organization 33% of an employee's total compensation including both salary and benefits. But the impact is not only financial it also affects employee morale. Therefore, it would be prudent for hiring managers to focus on reducing turnover rates but in order to do that they must first understand the reasons why employees quit. (Rust, Stewart, Miller, & Pielack, 1996).

2.2. Empirical Review

Based on data from nearly 30,000 organizations in the US, the voluntary turnover rate has increased from 9.2% in 2010 to 11% in 2014. The situation is worse for healthcare professionals, including nurses, as the turnover rate has dramatically increased from 13.5% in 2011 to 17.2% in 2015. Resignation is not a sudden decision; it is preceded by an intention to leave the workplace. More than 40 million baby boomers are expected to leave the workplace by 2020 (Carnevale, 2005).

According to Willis Towers Watson (2015), a research that was done by Global Workforce Study, Talent Management and Rewards Study from global professional services firm, Towers Watson shows that the retention rate has declined. Most of the employees are saying they are likely to leave the company within two years; now 36% compare to 29% in years 2012 (Willis Towers Watson, 2015).

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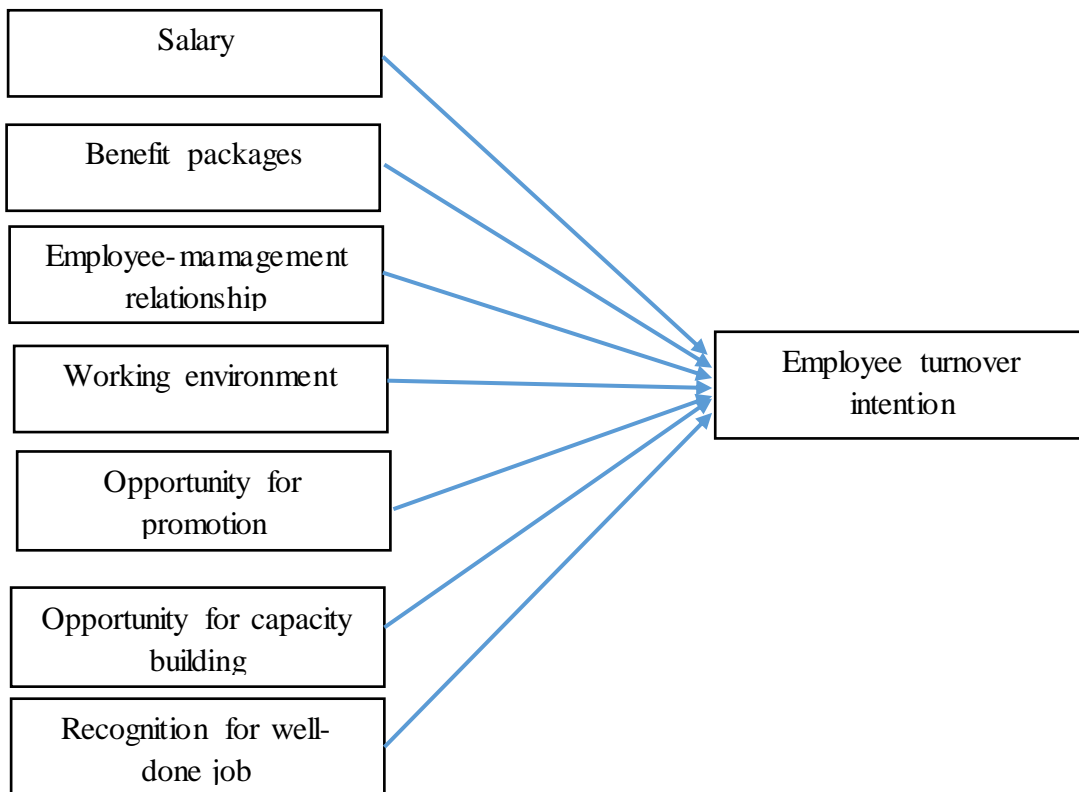
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From the finding of these researchers one can conclude that the main causes of employee turnover intention in the organizations are poor organizational commitment, lack of job satisfaction, influenced by friends, and feeling stressed and burn out.

2.3. Conceptual Framework

After reviewing many research papers conducted on employee turnover intention and related factors, it is found that salary, benefit packages, training and development, employee – management relation, and work environment are the major reasons of employee turnover intention. These few basic reasons mentioned are accepted for conceptual model and over all these reasons are the major areas of focus for this study and the researcher planned to conduct.

Figure 1: *Conceptual Frame Work of the Study*



(Source: Bebe (2016), Holston-Okae (2017)).

Research hypothesis

Null hypothesis (H_0): Asku plc employees' turnover intention has no relationship with at least one of the factors such as salary, benefits, working environment, etc....

Alternative hypothesis: Asku plc employees' turnover intention has a relationship with at least one of the factors such as salary, benefits, working environment, etc....

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

Research methodology is the specific science of research that is followed to accomplish a predetermined study. Hence, all specific methods utilized in the course of accomplishing this thesis is presented in this chapter. The chapter incorporates research design, method of data collection and analysis.

3.1. Study setting

The State of Oromia stretches over the largest part of the country and at present consists of 20 zones and 18 administrative towns. The capital city of the State of Oromia is Finfine (Addis Ababa). The State of Oromia borders Afar, Amhara and the State of Benishangul Gumuz in the north, Kenya in the south, The State of Somali in the East, the Republic of the Sudan and the state of Benishangul Gumuz in the West, the State of Southern Nations, Nationalities and Peoples' and the state of Gambella in the south.

According to the 2007 Ethiopian Central Statistical Agency projection, the total population of Oromia region as of June 2018 is 37.3 million. The rural residents of the State accounts for 85% of the total. Agriculture has remained the source of livelihood for the overwhelming majority of the people in rural area.

For the purpose of our study, I selected Asku plc beverage industry located at Burayu town which is one of the 18 administrative towns of the region and found in Finfinnee Surrounding Special Zone (FSSZ). Burayu town has a total population of 165,000.

3.2. Research Design and Approaches

In this study, both quantitative and qualitative approaches were followed. A cross-sectional study design was used to assess the intention of employee's turnover intention working in Asku plc, Burayu, Oromia, Ethiopia.

3.3. Study Population

The study population was all 900 employees working in Asku plc.

3.4. Source population

The source population were employees working in Asku plc and selected from each department to be included in the study.

3.5. Sample size determination

Based on the data taken from the HR department, number of employees working in Asku Plc were 900 (Asku plc HR 2017). In order to determine the sample size, I referred to Carvalho 2005 work as indicated in Table 1 below. Accordingly, Asku plc's total number of employees ranges between 501 up to 1,200. Therefore, the researcher took one tenth of the company's employees which is 90.

Table 1: Ranges of population size for sample size determination

Population size	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1,200	32	80	125
1,201-3,200	50	125	200
3,201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

Source, J Carvalho, 2005.

3.6. Sampling technique

Asku plc has five departments, namely: Production Department, Engineering & Technic Department, Quality Control & Assurance Department, Supply & Material Management Department and HR & Administration Department with the number of staff working in each department 450, 30, 30, 250 and 140 respectively. The sample size for this study as mentioned above is 90 and therefore the number of study participants was sampled from each department

proportionately. To select the study participants from each sub-unit, the number of people to be selected was distributed proportionately. As indicated in the Figure 2 below, number of study participants selected from production department were 45, from Quality Control & Assurance 3 participants, from Technic & Engineering 3 participants, from Supply & Material Management 25 participants and from Human Resource & Administration 14 participants.

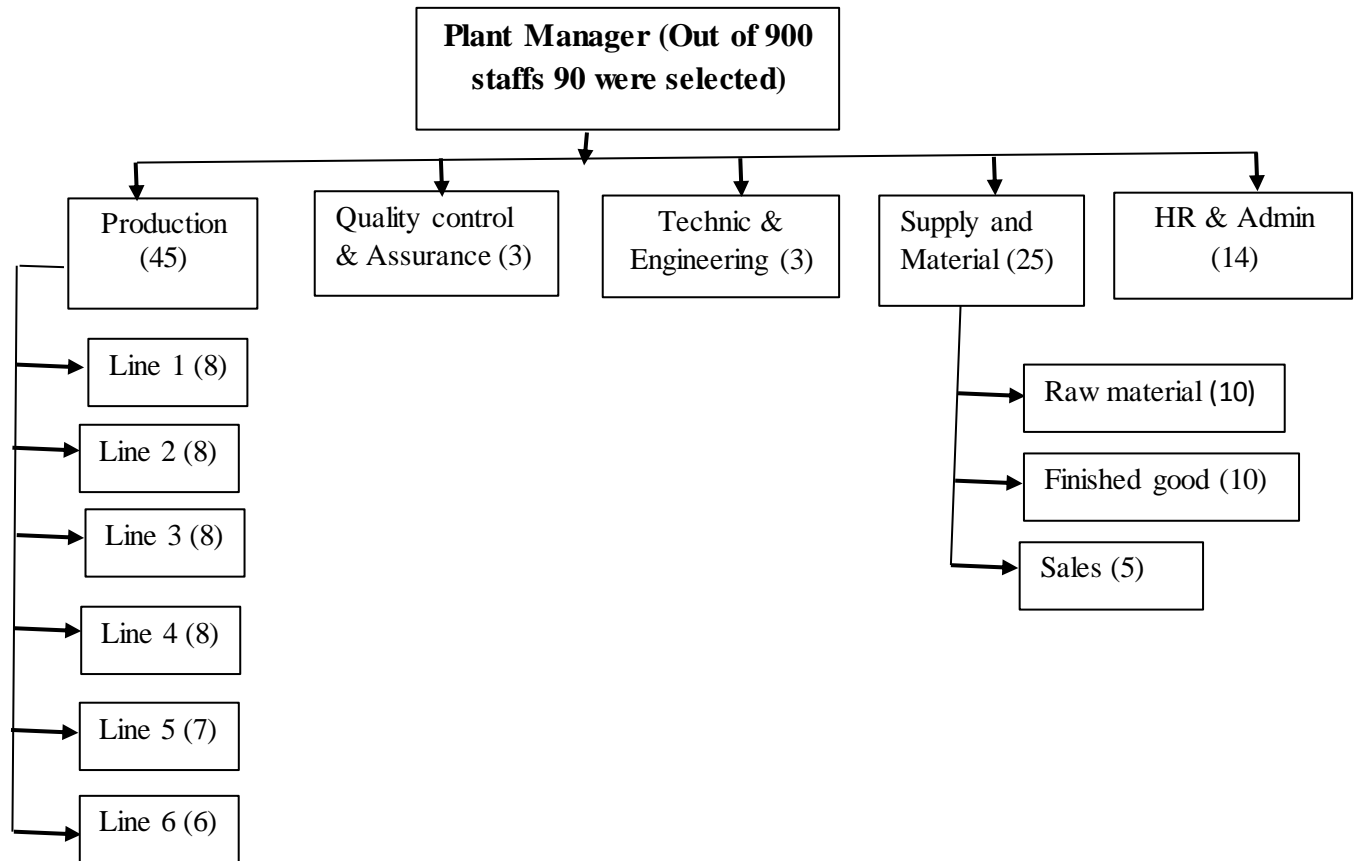


Figure 2: Schematic presentation of the selection of study participants in Asku plc, Burayu Town, Oromia, Ethiopia (Source: Asku plc, HR 2017)

3.7. Study Variables

3.7.1. Dependent Variable:

- Employees' turnover intention (Yes or No).

3.7.2. Independent Variables:

- I. Socio-demographic variables: - Age, gender, marital status, profession, education, ethnicity, work experience in the company, income.
- II. Factors influencing employees' turnover intention: salary scale, benefit packages, employee-management relationships, working environment, opportunity for promotion, opportunities for capacity building, recognition for performance.

3.8. Data Collection procedure

A structured self-administered questionnaire was prepared to collect a primary data from the study participants. The questionnaires were developed from different sources (Bettye Holston-Okae (2017), Bebe (2016)). It was prepared in English, translated into both Amharic and Oromiffa and then translated back into English to check for consistency. It consists two sections. Section-I comprised the socio-demographic characteristics, and Section-II consists of causes that influence employees' turnover intention. The self-administered questionnaires were distributed to the study participants and top management was interviewed using open-ended questionnaire to collect the data.

3.9. Data Quality Control (Reliability and validity check)

Two field assistants with a first degree in management field were recruited and trained on the data collection procedures. The data collection was undertaken in the presence and with closer supervision of the researcher. Data was checked continuously for completeness. Data entry was done after checking for completeness and coding. A pilot study can be defined as a 'small study to test research protocols, data collection instruments, sample recruitment strategies, and other research techniques in preparation for larger study. A pilot test of the study questionnaire for internal consistency reliability was assessed for the seven components of the questionnaires constructed with Likert Scale. Accordingly, the variables within each component which were summed to create them were assessed using Cronbach's alpha and formed a reliable scale. The results of the Cronbach's alpha for the variables within each component are given in Table 2 below:

Table 2: Results of internal consistency reliability scale using Cronbach's alpha

SN	Component	Number of items	Cronbach's alpha
1	Salary package	5	.88
2	Benefit package scale	5	.85
3	Employee-management relationship	5	.90
4	Working environment scale	5	.84
5	Opportunity for promotion scale	3	.79
6	Opportunity for capacity building	4	.89
7	Recognition for well done work	4	.74
	Total	31	.86

Sources: Own survey of pilot test, April 2018

The average result of this Cronbach's Alpha test was found to be 0.86. This indicates that the items within each component (except opportunity for promotion) form a scale between .7 & .9 that has reasonable internal consistency reliability. The component opportunity for promotion had a Cronbach's alpha .94 (i.e., >.90) meaning that there are repetitive questions within the component, and to avoid repetitive questions I have revised the questions under this component and minimized to three questions from five. Therefore, after collecting data, the Cronbach's alpha was assessed for the component opportunity for promotion and the result was improved (.79) as shown in the table 2 above.

3.10. Data processing and analysis

The data collected was cleaned, coded and entered into SPSS v.22 for analysis. Descriptive statistics was applied to summarize and organize the data. The relationship between the employees' turnover intention and each independent variable was assessed using Wald Chi-square statistic. In the bivariate analysis of each independent variable using chi-square test, I selected the variables with p -value <0.25 modest level of significance to be included in the multivariable analysis. Finally, the association between employees' turnover intention and several independent variables was assessed using Multiple Logistic Regression Model. Confidence interval at 95% and p -value at significance level of 0.05 was considered to identify major predictor variables. Odds Ratio was used to interpret the results. Hosmer and Lemeshow test was used to assess the fit of the

final logistic regression model against actual outcomes. Additionally, ROC (Receiver-Operating Characteristics Curve) test was used to assess goodness-of-fit of the model.

3.11. Ethical Consideration

Ethical approval and ethical clearance letter was obtained from the St. Mary University. A support letter was obtained from Asku plc corporate office before conducting the study. A consent form was attached to each questionnaire which explains about the purpose of the study, confidentiality, and the respondent's full right to take part or not in the study. Each questionnaire was administered after an informed verbal consent is obtained. Confidentiality and anonymity was ensured throughout the execution of the study. The database was kept confidential to ensure and protect from unauthorized access to the data.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

This chapter deals with data presentation and analysis of results which includes two major parts. The first section presents socio-demographic and socio-economic features of the respondents and the second section comprises the responses of the study participants related to factors responsible for employees' turnover intention.

4.1. Summary Statistics

4.1.1. Socio-demographic and Socio-economic Characteristics of the Respondents

The total number of participants in this study were 90 and the response rate was 100%. The characteristic of the participants shows that 61% (55/90) of them were in the 20 – 25 age group, 23% (21/90) in 26 - 30 age group, 12% (11/90) in 31 – 35 age group, and 3% (3/90) were in the 36 – 40 age group. With regards to sex of the participants, 74% (67/90) of them were males and 26% (23/90) were females. Concerning profession of the participants 13% (12/90), 22% (20/90), 33% (30/90), 29% (26/90) and 2% (2/90) of them were Material Handlers, Operators/Mechanics, Quality Control Analysts, Store Keepers and Others respectively. On the other hand, in relation to educational background of the participants, 13% (12/90), 22% (20/90), 33% (30/90), 29% (26/90) and 2% (2/90) of them were in the educational level of up to grade 12th, level I – II, level III – IV, B.Sc. /BA, and M.Sc. / MA respectively. The result also showed that 67% (60/90) of the respondents currently working in the organization were unmarried. Regarding the service years of the respondents in the organization, it was found that 56% (50/90) of them had served in the organization for less than two years, and 44% (40/90) had served the company for more than two years. These are shown in table 3 below.

Table 3: Socio-demographic and socio-economic characteristics of study participants, (N=90)

SN	Variables	Category	Number	Percent
1	Age of the respondent	20 – 25	55	61
		26 – 30	21	23
		31 – 35	11	12
		36 – 40	3	3

2	Sex of the respondent	Female	23	26
		Male	67	74
3	Profession of the respondent	Material handler	9	10
		Operator/ Mechanic	41	46
		Quality control analyst	7	8
		Store keeper	6	7
		Other	27	30
		Up to 12 th	12	13
4	Educational background	Level I – II	20	22
		Level III – IV	30	33
		B.Sc./BA	26	29
		M.Sc./ MA	2	2
		Orthodox	58	64
		Muslim	3	3
5	Religion	Protestant	26	29
		Catholic	2	2
		Other	1	1
		Oromo	59	66
		Amhara	21	23
6	Ethnicity	Gurage	4	4
		Other	6	7
		Single	60	67
		Married	29	32
7	Current marital status	Divorced/Separated	1	1
		<1 year	25	28
		1 - 2 years	25	28
		2 - 5 years	31	34
8	Total years of work in Asku company	5 - 10 years	7	8
		> 10 years	2	2
		1,667 – 2,782	26	29
		2,783 – 3,994	22	24
		3,995 – 5,334	21	23
		5,335 – 7,124	7	8
9	Average monthly income (in Birr)	7,125 – 9,513	4	4
		>9,513	10	11

Source: Own Questionnaires, 2018

As indicated in table 4 below, of the total study participants, 52% (47/90) have a turnover intention. In relation to timing of quitting from the company, the majority (40%) of them had turnover intention as soon as possible. Overall, 64% of the employees had an intention to quit from the company within one year. Regarding the destination of employees who have turnover intention after leaving ASKU plc, 34% of them had a plan to join other similar companies and 36% had an intention to start own business.

Table 4: Magnitude, destination and timing of employees' turnover intention (N=90).

SN	Variables	Category	Number	Percent
1	Plan to leave ASKU plc	Yes	47	52
		No	43	48
2	When to quit ASKU plc	Now (as soon as possible).	19	40
		Within three months from now	1	2
		Within six months from now.	5	11
		Within one year from now	5	11
		Within two years from now	8	17
		After two years	5	11
		Not indicated	4	9
3	Which organization to join after leaving ASKU plc	Other similar company	16	34
		Government organization	0	0
		To start own business (work)	17	36
		Other	5	11
		Not indicated	9	19

4.1.2. Summary of factors related to Employees' Turnover Intention

Table 5: Responses given by study participants related to factors influencing employees' turnover intention (N=90)

SN	Variables	Strongly agree	Agree	Neither	Disagree	Strongly disagree	Total
1	I am satisfied with my current salary	6	21	14	30	19	90

2	The salary provided by the company is compatible with the other similar company payments for the same task.	4	20	12	33	21	90
3	The company pays salary on time.	35	33	5	12	5	90
4	The company provided compatible salary based on employees performance.	7	19	12	31	21	90
5	The company makes salary adjustment based on cost of living standard & inflation.	5	19	12	38	16	90
6	The company provided enough benefit such as Insurance, Pension etc.	13	25	10	29	13	90
7	I am happy with assistance given by the company in terms of sick leave, exam leave etc.	22	28	9	20	11	90
8	The incentive company provided is good as compared to the work performed.	9	16	14	34	17	90
9	The company provide bonus for extra-ordinary performance.	7	21	14	30	18	90
10	The company arranged transportation service.	25	32	10	15	8	90
11	I am happy with assistance given by my immediate boss whenever I face problem.	27	29	7	14	13	90
12	The management encouraged employees' innovation and participation in decision making.	13	19	21	23	14	90
13	There is good relationship between management and employees.	20	22	12	22	14	90
14	Employees are treated fairly and respectfully by the management.	18	21	17	18	16	90

15	Management provided employees clear and transparent work instructions.	16	27	11	21	15	90
16	The company provided all safety materials needed for work place	13	25	9	28	15	90
17	The company working environment is comfortable and allows employees ease to perform their jobs effectively.	11	37	9	22	11	90
18	The culture of the company is generally positive and supportive for the employees.	8	37	17	17	11	90
19	The company provided employees with necessary resources to perform their job.	13	22	18	23	14	90
20	The company fulfilled all the working materials the job requires	16	25	17	21	11	90
21	Career development program is available in the organization.	17	34	17	12	10	90
22	The company considers qualification and experience of employees for promotion.	15	36	15	9	15	90
23	The company provided me chance of promotion on my position	11	30	19	15	15	90
24	Training program provided by the company is relatively better than other similar companies.	14	36	13	14	13	90
25	Training given by the company is related to my job.	11	41	18	14	6	90
26	I have got enough training for my present position.	9	29	20	21	11	90
27	The Training given by the company was helpful to improve my performance.	11	36	13	21	9	90
28	The company gives enough recognition to employees for their well-done job.	8	24	17	23	18	90

29	The company recognizes individual team members equally for their effort.	8	15	21	27	19	90
30	Employees are satisfied with the recognition for the contribution they made in the company.	5	22	20	27	16	90
31	The recognition company giving is fair to all employees.	6	18	23	25	18	90

Source: Own Analysis, 2018

The result shown in table 5 above indicates that of the total study participants, majority of them [54% (19/90 strongly disagree and 30/90 disagree)] were not satisfied with the current salary provided by the company. On the other hand, 60% of the study participants (21/90 strongly disagree and 33/90 disagree) indicated that the salary provided by the company was not compatible with other similar companies' payments for the same task.

Out of the total study participants 47% (13/90 strongly disagree and 30/90 disagree) cited that benefits such as insurance and pension are not available. In relation to comparison of the incentive provided by the company with work performed 57% (17/90 strongly disagree and 34/90 disagree) indicated that the incentives provided by the company were not good as compared with work done. The response of employees to the assistance given by their immediate boss indicated that 62% (29/90 agree and 27/90 strongly agree) employees are happy with the assistance given by their immediate boss whenever they face problems.

Regarding availability of good relationship between management and employees among the participants, 49% (22/90 agree, 20/90 strongly agree) accepted its availability, 40% (14/90 strongly disagree and 22/90 disagree) do not accept its availability.

As shown in the table 5 above, in relation to all the safety materials needed for work place provided by the company, among all the participants 48% (15/90 strongly disagree and 28/90 disagree) cited that it is not available, 42% (25/90 agreed 13/90 strongly agreed) indicated its availability, whereas 10% are neutral. Regarding participants' response on whether the company's working environment is comfortable and allows employees ease to perform their jobs effectively or not, 53% (37/90 agree and 11/90 strongly agree) indicated that the working environment is comfortable and allows employees to perform their jobs effectively.

With regards to whether career development program is available or not in Asku plc, 38% (34/90) and 19% (17/90) agree and strongly agree respectively that the program is available. On the other hand, a total of 57% of the respondents accept that the company considers qualification and experience of employees for promotion.

On the other hand, 40% (36/90) and 16% (14/90) of the respondents agree and strongly agree respectively that training program provided by the company is relatively better than other similar companies. In contrast, 14% (13/90) and 16% (14/90) of the respondents strongly disagree and agree respectively to this issue. The responses given by the participants to the question whether the training given by the company relates to their jobs or not indicates that 46% (41/90) of the participants agree, 12% (11/90) strongly agree, 7% (6/90) strongly disagree, 16% (14/90) disagree, and 20% (18/90) of the participants are neutral.

In addition, 20% (18/90) and 26% (23/90) of the respondents strongly disagree and disagree respectively indicated that the organization does not give enough recognition for well-done job, while 17% (19/90) are neutral, 27% (24/90) agree and 9% (8/90) strongly agree. On the other hand, in relation to whether there is equal recognition of individual team members by the company for their efforts, 51% (19/90 strongly disagree and 27/90 disagree) of the participants did not accept it, while 23% (21/90) are neutral, 17% (15/90) agree and 9% (8/90) strongly agree, and thus this variable could be a cause for employee turnover intention. The responses given by the study participants for the question whether employees are satisfied or not with the recognition for the contribution they made in the company shows almost similar result as above. Responses given by the study participants for the question whether the recognition company giving is fair or not to all employees indicates that 20% (18/90), 28% (25/90), 26% (23/90), 20% (18/90) and 7% (6/90) are strongly disagree, disagree, neutral, agree and strongly agree respectively.

4.2. Bivariate Analysis

In the process of model building, variables selection begins with a thorough bivariate analysis of the association between employee's turnover intention and all important variables. In the bivariate analysis of each variable using Pearson chi-square test, the variables were selected with p -value < 0.25 modest level of significance to be included in the multivariate analysis. Therefore, according to the specifications given above and the univariate analysis done using logistic regression model, the covariates which have a statistical association (p -value < 0.25) and were retained in the

subsequent multivariable model. See Table 6 below for the summary of the findings from the univariate analysis:

Table 6: Results of bivariate logistic regression analysis containing variables significant at p-value of .25

SN	Variables	B	S.E.	Wald	p-value	Odds Ratio	95.0% C.I. for Odds R.	
							Lower	Upper
1	Age	0.91	0.38	2.42	0.02	2.49	1.19	5.20
2	Sex	0.71	0.43	1.44	0.15	2.04	0.78	5.36
3	Profession	0.65	0.82	1.51	0.13	1.92	0.83	4.46
4	Educational level	-0.47	0.27	-1.77	0.08	0.62	0.37	1.05
5	Religion	-0.45	0.45	-1.01	0.31	0.64	0.27	1.53
6	Ethnicity	0.43	0.45	0.97	0.33	1.54	0.64	3.69
7	Marital status	-0.74	0.46	-1.63	0.10	0.48	0.20	1.16
8	Service year in Asku plc	0.68	0.27	2.52	0.01	1.96	1.16	3.32
9	Salary	-0.37	0.13	-1.90	0.06	0.69	0.48	1.01
10	Satisfied with current salary	0.45	0.18	2.46	0.01	1.57	1.09	2.24
11	The salary is compatible with other similar company	0.79	0.21	3.71	0.00	2.21	1.45	3.36
12	The company make salary adjustment based on cost of living standard & inflation	0.43	0.19	2.23	0.03	1.53	1.05	2.24
13	The company provided enough benefits	0.28	0.16	1.72	0.09	1.33	0.96	1.83
14	I am happy with leaves given	0.53	0.17	3.06	0.00	1.69	0.19	0.86
15	There is good relationship between management and employees.	0.43	0.16	2.67	0.01	1.54	0.11	0.75
16	Employees are treated fairly and respectfully by the management.	0.45	0.16	2.75	0.01	1.57	0.13	0.78
17	The company provided all safety materials needed for work place	0.44	0.17	2.64	0.01	1.56	0.11	0.77
18	The company working environment is comfortable	0.79	0.21	3.86	0.00	2.21	0.39	1.20
19	Career development program is available	0.52	0.19	2.74	0.01	1.69	0.15	0.90

21	Training provided is better than other similar companies	0.40	0.17	2.31	0.02	1.50	0.06	0.75
22	I have got enough training for my present position	0.65	0.20	3.20	0.00	1.91	0.25	1.04
23	The company gives enough recognition to employees for their well-done job	0.66	0.19	3.47	0.00	1.94	0.29	1.04
24	The company recognizes individual equally for their effort	0.65	0.20	3.28	0.00	1.92	0.26	1.04

4.3. Multivariable Analysis

One problem with any bivariate analysis is that it ignores the possibility that a collection of variables, each of which is weakly associated with the outcome, may have a significant effect when used together with other variables in the model (Hosmer and Lemeshow, 2000). Due to this possibility, I have chosen a significance level large enough to allow the suspected variables to become candidates for inclusion in the multivariable model. It is for this reason that we used p -value <0.25 for selection of variables that are potentially candidates for the multivariable analysis from bivariate findings.

The method used to select variables in the multivariable analysis is Forward Stepwise Likelihood Ratio method. In the multivariable analysis of the variables using multiple logistic regression model, the variables which have a statistical association at p -value <0.05 are: being age 26 years and above, being unmarried, more than one year service in the Asku plc, lack of reasonable leaves provided by the company, uncomfortable working environment, and lack of enough training provided to the employees' working position (Table 7).

Table 7 : Results of multiple logistic regression analysis containing variables significant at p -value of .05

SN	Variables	B	S.E.	Wald	P-value	Odds Ratio	95.0% C.I. for Odds R	
							Lower	Upper
1	Age	1.44	0.68	2.10	0.04*	4.21	1.10	16.09
2	Sex	1.16	0.89	1.30	0.19	3.19	0.55	18.36

3	Profession	-0.01	1.03	-0.01	0.99	0.99	0.13	7.45
4	Educational level	-0.38	0.89	-0.43	0.67	0.68	0.12	3.94
5	Marital status	-4.02	1.31	-3.07	0.00*	0.018	0.001	0.23
6	Service year in Asku plc	1.59	0.60	2.65	0.01*	4.91	1.51	15.93
7	Salary	-0.06	0.46	-0.12	0.91	0.95	0.38	2.34
8	Satisfied with current salary	0.29	0.39	0.75	0.45	1.33	0.63	2.84
9	The salary is compatible with other similar company	-0.18	0.42	-0.43	0.67	0.84	0.37	1.90
10	The company provided enough benefits	-0.68	0.39	-1.75	0.08	0.51	0.24	1.08
11	I am happy with leaves given	0.99	0.41	2.41	0.02*	2.68	1.20	5.96
12	There is good relationship between management and employees.	0.14	0.50	0.27	0.78	1.15	0.43	3.07
13	Employees are treated fairly and respectfully by the management.	-0.10	0.51	-0.19	0.85	0.91	0.34	2.45
14	The company provided all safety materials needed for work place	-0.78	0.41	-1.88	0.06	0.46	0.20	1.03
15	The company working environment is comfortable	2.09	0.65	3.20	0.00*	8.09	2.25	29.03
16	Career development program is available	-0.08	0.40	-0.20	0.85	0.92	0.42	2.04
17	Training provided is better than other similar companies	-0.19	0.44	-0.44	0.66	0.82	0.35	1.96
18	I have got enough training for my present position	1.12	0.50	2.22	0.03*	3.06	1.14	8.22
19	The company gives enough recognition to employees for their well-done job	-0.49	0.41	-1.20	0.23	0.61	0.27	1.37
20	The company recognizes individual equally for their effort	0.58	0.43	1.36	0.17	1.79	0.78	4.12

Constant	-6.78	2.51	-2.71	0.01	0.00	0.00	0.15
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Note: * indicates significant variables at p-value<0.05

4.4. Model checking and Diagnostics

In modeling with many independent variables, the concern is with the goal of selecting those variables that result in the “best” model within the scientific context of the problem.

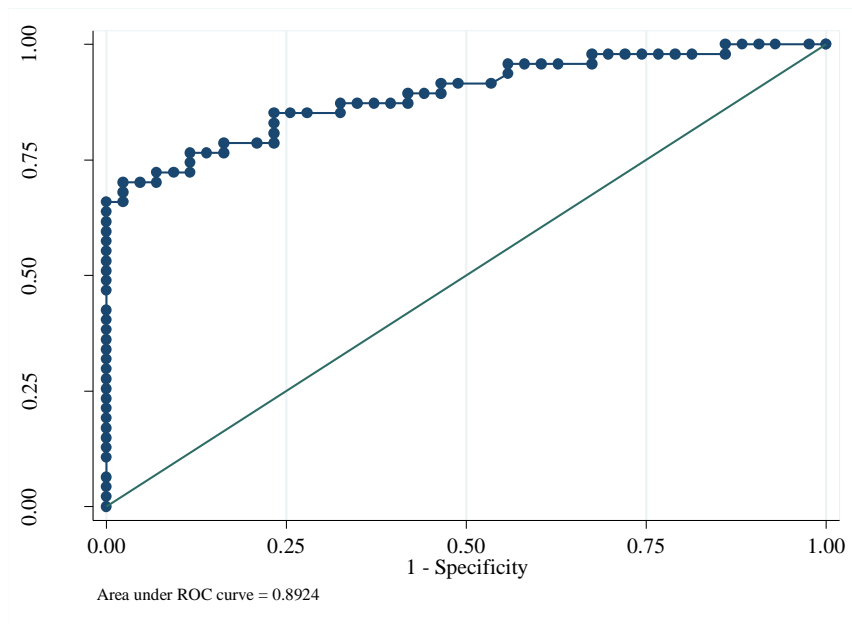
Hosmer and Lemeshow test

The value of the Hosmer and Lemeshow Chi-Square (X^2) goodness-of-fit statistic computed from the data is 6.08 with p-value >0.64. If Hosmer and Lemeshow test yields X^2 result not significant ($p > 0.05$), it suggests that the model is better fit to the data. Therefore, there is no significant difference between observed and model predicted values, implying the model fits the data well.

ROC Curve

The second method used to test the model fit was through ROC curve. The value of the area under ROC curve is 0.89 (i.e., 89%) which shows there is excellent discrimination and the model is best fit to the data.

Figure 3: ROC curve of significant variables for employees’ turnover intention



The response obtained through interview of the top management concerning employee turnover in Asku plc indicated that the management was aware of the turnover of employees, however the factors were not well identified. According to the management, there was no research conducted to know the major causes for turnover. Nevertheless, during conducting this interview, the company understood its purpose, decided and informed the researcher to make an exit interview with employees who leave the company to identify the major reasons for turnover.

Related to salary and benefits, the management believed that the company provided good salary and other benefit schemes compared with other competitors. Every year, it conducts salary survey to know its market status and tries to adjust its position in the market. It also provides different benefit packages for its employees, such as insurance coverage, medical expense coverage, subsidized café service, providing position related allowances (responsibility & transport allowances, performance based incentives (Production, performance and attendance incentives) and soon.

With regards to job description, the management replied that the company has clear and perfectly organized job specification such as educational level and work experience required for all positions. Every assignment of an employee to a specific job/task is related to his/her qualification.

According to management response regarding employee promotion the company has prepared a progression ladder for selected job positions. Requirements are set for each job positions and promotion is conducted accordingly.

The company believed that training and development program has a key role to increase productivity by making the company's human capital more efficient and effective. Thus the company understood this fact and organized a training and development department to handle this activity. The company also mentioned that the working environment for the employees was so comfortable.

The factors for employees' turnover intention obtained from employees and top management were quite different. The management indicated as there were no major problems, however, the results obtained from the employees through the regression analysis showed that lack of reasonable leaves provided by the company, uncomfortable working environment, and lack of enough training provided to the employees' working position were major factors for turnover intention. In addition,

other factors like being age 26 years and above, being unmarried, more than one year service in the Asku plc were major factors for employee's turnover intention.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

In this chapter summary, conclusion and possible recommendations are presented based on the major findings analyzed and interpreted from collected data.

5.1. Summary of major findings

The descriptive analysis result showed that from the total number of ninety participants in this study, 52% (47/90) had turnover intention. Among the study participants, males had higher turnover intention than female (57% versus 39%), Operator/Mechanics had higher turnover intention of (61%), and unmarried people had higher turnover intention than married (58% versus 41%). Out of those employees who had turnover intention, 40% of them had intended to leave their jobs as soon as possible, and 68% of them had intended to quit their jobs within one year. A cross sectional study conducted in Egypt local companies by Atef et al. on 108 participants in 2017 to assess factors affecting employees' turnover intention results revealed that 45% and 35% of the employees had intended to leave their jobs within three and six months respectively. Their findings have similarities to the findings of this study.

Concerning salary package 54% (49/90) of the study participants responded that they were not satisfied with the current salary provided by the company, 60% (54/90) of the participants responded that the salary provided by the company was not compatible with other similar sister companies payments for the same task. Fifty seven percent (51/90) of the study participants responded that the incentives provided by the company was not good as compared with work done. More than 50% of participants have cited that the company was not providing them enough recognition for their well-done job.

The results of multiple logistic regression analysis showed that the variables being age 26 years and above, being unmarried, more than one year service in the Asku plc, lack of reasonable leaves provided by the company, uncomfortable working environment, and lack of enough training provided to the employees' working position have strong influence on the employees' turnover intention.

Being in the age group of 26 or above was found to be a factor for employees' turnover intention. Employee's in this age group had 4.2 times higher turnover intention than those in the age group

of less than 26 (95%CI=1.10, 16.09; p-value<0.05). The people in this age group might have more experience than the younger age group and it could be a factor for turnover intention.

Unmarried people had also more turnover intention than the married employees. Our study showed that those employees who were married were 98.2% less likely intended to turnover as compared to those employees who were unmarried (95%CI= 0.001, 0.234; p-value<0.001).

Other factor which was influencing turnover intention of employees was serving in Asku plc for more than one year. Those employees who had worked in the company for more than one year had 4.9 times more likely intended to turnover than those who had worked in the company for less than one year (95%CI= 1.51, 15.93; p-value<0.01).

In the multivariable analysis using logistic regression, it was found that lack of assistance given by the company in terms of sick leave, leave for exams and other leaves was an influencing factor for turnover intention. Lack of assistance given by the company in terms of sick leave, leave for exams and others was 2.68 times higher as a cause for those employees who had turnover intention as compared to employees who did not have turnover intention (95%CI:1.20, 5.96; p-value<0.02). The findings of study conducted by Hewitts Associates (2006) and Sherman et al (2006) showed that unfair treatment of employees in relation to lack of sufficient leaves was a factor for employees' turnover intention from their working area. The results found in this study is similar to what they have found in their studies.

Of those employees who had participated in this study, those who have indicated uncomfortable working environment as a factor for turnover intention were 8.1 times more likely intended to turnover as compared to those employees who did not have intended to turnover (95%CI=2.25, 29.03; p-value<0.01).

The other factor that influenced employees' turnover intention was lack of sufficient training for their working position. Study participants who had indicated lack of sufficient training for their working position had 3.1 times turnover intention than employees who did not have turnover intention (95%CI= 1.14, 8.22, p-value<0.03). The findings of study conducted by Flex, (2012), Abassi and Hollman (2000), Hewitts Associates (2006) and Sherman et al. (2006) revealed that many employees in different industries leave their jobs because of inadequate training and development opportunities, amongst others. Their findings are similar to this study's result.

5.2. Conclusions

As it is revealed from the study findings most of the organization activities are affected due to employee turnover intention. The result of this study showed that as high as 52% of the employees were intended to leave their work due to different reasons. From the finding it is revealed that being age 26 years and above, being unmarried, more than one year service in the Asku plc, lack of reasonable leaves provided by the company, uncomfortable working environment, and lack of enough training provided to the employees' working position were the major factors for employees' turnover intention.

The results have an implication that the high level of employee turnover intention is challenging for the company to achieve the target set when these employees actually leave. This may result in the following potential disadvantages for the company: loss of productivity, increased employee selection time, increased training time and other indirect cost leading to loss of competitive advantages. Prolonged training time, interrupted schedules, and not having experienced employees in a place are some of the burdens to the company associated with excessive turnover.

It is believed that turnover rate rises when employees are not satisfied. Thus, the company needs to give due attention to the above identified factors to reverse the current high employees' turnover intention. As these factors are good signals for the company, the company needs to work on retention programs before losing its potential employees.

5.3. Recommendations

- It is better for the company to implement retention policies by making revisions on employees' sick leave, leave for exams and other leave policies.
- It is believed that a working environment is a big factor for the productivity of the employees and for the profitability of the company. Thus, it is recommended to improve the current working environment to make suitable.
- It is recommended to provide sufficient training to the employees related to their work place.
- Finally, if the above situations are improved, employees' turnover intention related to socio-demographic factors identified in this study could also be minimized.

Generally, for the identified factors the company is recommended to act accordingly to avert the current employees' high turnover intention in order to minimize its implication high cost and company's sustainability issues. Devising and implementing better employee retention mechanisms is also recommended.

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Appendices

Appendix 1: General information sheet and consent form – English version

Factors Associated with Employee Turnover Intention at Asku Plc, Burayu Town, Oromia, Ethiopia

Dear Respondents:

The purpose of this questionnaire is to assess Employee Turnover Intention at Asku Plc, Burayu Town, Oromia, Ethiopia. I hope to learn the magnitude and causes affecting employees' turnover Intention and what things the company and similar industries could learn to improve retaining of the workers.

I want to assure you that your responses will be kept strictly secret. I will not keep a record of your name or address. You have the right to stop the interview at any time, or to skip any questions that you do not want to answer. You will not be obliged to continue the study or give reasons for doing so, and refusing to participate or withdrawing from the study process.

The information that you give will solely be used for this study, but your identity will be treated with confidentiality and your name will not be used in connection with the information that you gave.

Your participation is completely voluntary, but your experiences could be very helpful to other beverage industries operating in Ethiopia

Please don't hesitate to contact me when needed.

Dereje Teferi – Mobile number +251911-34-29-61, Email – Dereteferi12@gmail.com

Part II Opinion of Respondents about Employee Turnover Intention.

Please tick (✓) the appropriate response for the causes that would make you leave from your current job and company. :

Salary		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
No	Statements					
1	I am satisfied with my current salary provided by the company.					
2	The salary provided by the company is compatible with the other similar company payments for the same task.					
3	The company pays salary on time.					
4	The company provided compatible salary based on employees performance.					
5	The company make salary adjustment based on cost of living standard & inflation.					
Benefit Package						
1	The company provided enough benefit such as Insurance, Pension etc.					
2	I am happy with assistance given by the company in terms of sick leave, leave for exams and etc.					
3	The incentive company provided is good as compared to the work performed.					
4	The company provide bonus for extra-ordinary performance.					
5	The company arranged transportation service.					
Employee –Management Relationship						
1	I am happy with assistance given by my immediate boss whenever I face problem.					
2	The management encouraged employees' innovation and participation in decision making.					

3	There is good relationship between management and employees.					
4	Employees are treated fairly and respectfully by the management.					
5	Management provided employees clear and transparent work instructions.					
Working Environment						
1	The company provided all safety materials needed for work place					
2	The company working environment is comfortable and allows employees ease to perform their jobs effectively.					
3	The culture of the company is generally positive and supportive for the employees.					
4	The company provided employees with necessary resources to perform their job.					
5	The company fulfilled all the working materials the job requires					
Opportunity for Promotion						
1	Career development program is available in the organization.					
2	The company considers qualification and experience of employees for promotion.					
3	The company provided me chance of promotion on my position					
Opportunity for Capacity Building						
1	Training program provided by the company is relatively better than other similar companies.					
2	Training given by the company is related to my job.					
3	I have got enough training for my present position.					
4	The Training given by the company was helpful to improve my performance.					
Recognition for Performance:						

1	The company gives enough recognition to employees for their well-done job.					
2	The company recognizes individual team members equally for their effort.					
3	Employees are satisfied with the recognition for the contribution they made in the company.					
4	The recognition company giving is fair to all employees.					

• Please tick (✓) the appropriate response or write your answer in the blank spaces provided to the questions below.

1. Do you have a plan to leave your company? Yes No
2. If the answer to question No. 1 is yes, when do you plan to leave? Now (as soon as possible)
 Within three months from now Within six months from now
 Within one year from now Within two years from now After two years
3. After leaving your company, which organization do you plan to join? Other similar company
 Government organization To start own business (work)
 Other specify: _____

• Any additional information you would like to add related to Salary

• Any additional information you would like to add related to Benefit Package:

• Any additional information you would like to add related to Employee Management Relationship:

• Any additional information you would like to add related to Working Environment:

- Any additional information you would like to add related to Opportunity for Promotion:

- Any additional information you would like to add related to Opportunity for Capacity Building

- Any additional information you would like to add related to Recognition for Performance.

Appendix 3: General information sheet and consent form – Amharic version

**መጠይቅ
ስለጥናቱ አጠቃላይ መረጃ**

የዚህ ጥናት ዓላማ በአሮሚያ ክልል በቡራዩ ከተማ ውስጥ በሚገኘው አስኩ ኃ.የተ.የግ. ማ የሚሠሩ ሠራተኞች ፍልሰት (ሥራን ለመልቀቅ የመነሳሳት ሀሳብ) ምክንያቶችን ለመለየት ይረዳ ዘንድ ነው።

እንደሚታወቀው የሰው ሀብት ለእንዲያስተራ ጉልህ ድርሻ አላቸው። የዚህ መጠይቅ ዓላማ በተመለከተ በአሁኑ ሰዓት የሠራተኞች ፍልሰት ዋነኛው የእንዲያስተራ ዘርፍ ችግርና ከጊዜ ወደ ጊዜ እየተባባሰ ያለ ጉዳይ ነው። በመሆኑም የችግሮቹን ዋና ዋና ምክንያቶች ማወቅ ይረዳ ዘንድ በጥናት ላይ የተደገፈ መረጃ ማሰባሰብ አስፈላጊ ነው። ይህም ጥናት የግል የኢንዱስትሪ ሴክተሮች ጠቃሚ መረጃ እንዲያገኙና የሠራተኛ ፍልሰትን ለመቀነስ ይረዳ ዘንድ ከፍተኛ አስተዋጽኦ እንደሚያበረክት እናምናለን።

በመሆኑም የሚሰጡን መረጃ ሁሉ በምስጥር የሚጠበቅና በዚህም ቅጽ ላይ ስምዎ አይገለጽም። በጥናቱም በመሳተፍ በእርሰዎም ሆነ በሚሠሩት ድርጅት ላይ የሚደርስ ምንም ዓይነት ጉዳት አይኖርም። ቃለ-መጠይቁንም በፈለጉ ሰዓት ማቋረጥ ይችላሉ። ነገር ግን እርሰዎ የሚሰጡን መረጃ ለጥናታችን መሳካት ከፍተኛ አስተዋጽኦ እንደሚያበረክትልን ልንገልጽልዎ እንወዳለን። በመሆኑም ለዚህ ጥናት በዕጣ በተደረገዎ የናሙና ምርጫ ተሳታፊዎች ተመርጠዋል። ቃለ-መጠይቁን ለመሙላት ሠላሳ ደቂቃ ይወስዳል።

ለበለጠ መረጃ በሚቀጥለው አድራሻ መጠየቅ ይችላሉ።

ደረጃ ተፈሪ

ስልክ ቁጥር 0911342961

Appendix 4: Part I: Background Information. Questionnaire Amharic version.

መጠይቅ ክፍል አንድ: አጠቃላይ መረጃ

እባክዎን ከተሰጡት አማራጮች ውስጥ አንዱን በመምረጥ ምልክት (✓) ያድርጉ ወይም በተሰጠው ባዶ ቦታ መልስዎን ይሙሉ።

1. ዕድሜዎ ስንት ነው? (ዓመት) 20 — 25 26 — 30 31 — 35
36 — 40 41 — 45 ≥ 45
2. ጾታዎ ምንድነው? ወንድ ሴት
3. ሙያዎ ምንድነው? ማቴሪያል ሀንድለር ኦፕሬተር / መካኒክ
ጥራት ቁጥጥር ባለሙያ ስቶር ኪፐር ሌላ ካለ (ይገለጹ) _____
4. የትምህርት ደረጃዎ ምንድነው? እስከ 12ኛ ክፍል ደረጃ I — II
ደረጃ III — IV የመጀመሪያ ዲግሪ ሁለተኛ ዲግሪ
ሌላ ካለ (ይገለጹ) _____
5. ሃይማኖትዎ ምንድነው? ኦርቶዶክስ ሙስሊም ፕሮቴስታንት
ካቶሊክ ሌላ ካለ (ይገለጹ) _____
6. ብሔርዎ ምንድነው? ኦሮሞ አማራ ትግሬ ጉራጌ
ሌላ ካለ (ይገለጹ) _____
7. የጋብቻ ሁኔታ ያላገባ ያገባ የተፋቱ/የተለያዩ ባል/ሚስት የሞተባቸው
8. በዚህ ድርጅት ውስጥ ለማገልገል የተቀጠሩበትን ቀን፣ ወርና ዓ.ም ይጻፉ ቀን ወር ዓ.ም

9. በዚህ ድርጅት ውስጥ ለምን ያህል ጊዜ አገልግለዋል (አስኩ)? ከ1 ዓመት በታች
ከ1 እስከ 2 ዓመት ከ3 እስከ 5 ዓመት ከ6 እስከ 10 ዓመት ከ10 ዓመት በላይ
10. አሁን ያሉበትን ድርጅት ጨምሮ በአጠቃላይ ስንት ዓመት አገልግለዋል? ከ1 ዓመት በታች
ከ1 እስከ 2 ዓመት ከ2 እስከ 5 ዓመት ከ5 እስከ 10 ዓመት ከ10 ዓመት በላይ
11. ወርሃዊ ገቢዎ (ደመወዝዎ) በአማካይ ምን ያህል ነው? 1,667 — 2,782 2,783 —
3,994 3,995 — 5,334 5,335 — 7,124 7,125 — 9,513 >9,513
12. ሌላ ገቢ ካለዎት በአማካይ በወር ምን ያህል ነው? <1,667 1,667 — 2,782
2,783 — 3,994 3,995 — 5,334 >5,334 None

13. በወር ምን ያህል ብር ያስቀምጣሉ (ያጠራቅማሉ)? 83.35 — 139.10 139.15 — 199.73 199.75 — 266.70 266.75 — 356.20 356.25 — 475.65 >475.65

ክፍል ሁለት: የሠራተኞች ፍልሰት (ሥራን የመልቀቅ የመነሳሳት ሐሳብ)

እባክዎን አሁን ያሉበትን ሥራ እና መሥሪያ ቤት ለመልቀቅ የመነሳሳት ሀሳብ ምክንያቶች ከተሰጡት አማራጮች ውስጥ በእርስዎ ግምት መልስ ሊሆኑ ይችላሉ የሚሉትን በጥንቃቄ በመምረጥ መልሶችዎን ቀጥሎ ያለውን ምልክት (✓) ያድርጉ::

ደመወዝ		በጣም	እስማማለሁ	ሀሳብ	አልስማማም	በጭራሽ
ተ.ቁ	ጥያቄ	እስማማለሁ		አልሰጥም		አልስማማም
1	ድርጅቱ አሁን በሚከፍለኝ ደመወዝ ደስተኛ ነኝ::					
2	ድርጅቱ የሚከፍለው ደመወዝ በሌላ ፋብሪካ ተመሳሳይ ሥራ ለሚሠሩት ከሚከፈለው ጋር ተስማሚ ነው::					
3	ድርጅቱ ደመወዝ በጊዜ ይከፍላል::					
4	ድርጅቱ ከአፈጻጸም ጋር የሚመጣጠን ደመወዝ ይከፍላል::					
5	ድርጅቱ የሚያደርገው የደመወዝ ማስተካከያ የወቅቱን የኑሮ ሁኔታ እና የዋጋ ግሽበት መሠረት ያደረገ ነው::					
የሠራተኞች ጥቅማጥቅም						
1	ድርጅቱ እንደ ኢንሹራንስ፣ የትርፍ ሰዓት ሥራ ክፍያ እና ጡራታ የመሳሰሉትን ጥቅማጥቅሞች በበቂ ሁኔታ ይሰጣል::					

2	ድርጅቱ በህክምና ፈቃድ፣ ለፈተና እና ለመሳሰሉት ፈቃድ በመስጠት በሚያደርጋቸው ድጋፎች ደስተኛ ነኝ።					
3	ድርጅቱ የሚሰጣቸው ማበረታቻዎች ከሚሠሩ ሥራዎች ጋር ሲነጻጸር በቂ ነው።					
4	ድርጅቱ በአፈጻጸማቸው ልዩ ብቃት ለሚያሳዩ የገንዘብ ጉርሻ ይሰጣል።					
5	ድርጅቱ የትራንስፖርት አገልግሎት ያመቻቻል።					
የሠራተኞች እና የማኔጅሜንት ግንኙነት						
1	አስቸጋሪ ሁኔታ ሲያጋጥመኝ የቅርብ አለቃዬ በሚያደርግልኝ ድጋፍ ደስተኛ ነኝ።					
2	ማኔጅሜንቱ ሠራተኞቹን በአዳዲስ አሠራሮችና በወሳኔ አሰጣጥ ላይ እንዲሳተፉ ያበረታታል።					
3	በማናጅሜንት እና በሠራተኞች መካከል ጥሩ ግንኙነት አለ።					
4	ሠራተኞች በተገቢ አኳኋን እና በአክብሮት በማኔጅሜንቱ ይስተናገዳሉ።					
5	ማኔጅሜንቱ ለሠራተኞቹ ግልጽና የጠራ የሥራ መመሪያ ይሰጣል።					
የሥራ አካባቢ						

1	ድርጅቱ ለሥራ ቦታ የሚያስፈልጉ ሁሉንም የደህንነት መጠበቂያ መሣሪያዎች ያቀርባል።					
2	የድርጅቱ የሥራ አካባቢ ሠራተኞች ሥራቸውን በቀላሉና በአግባቡ እንዲያከናውኑ ያመቻል።					
3	አጠቃላይ የድርጅቱ የሥራ ባህል ሠራተኞቹን የሚረዳና የሚጠቅም ነው።					
4	ድርጅቱ ሠራተኞቹ ሥራቸውን የሚያከናውኑበትን አስፈላጊውን ዕቃ እና መሣሪያ ያቀርባል።					
5	ድርጅቱ ለሥራ የሚያስፈልጉ ዕቃ እና መሣሪያ አሟልቷል።					
የደረጃ ዕድገት:						
2	በድርጅቱ ውስጥ የደረጃ ዕድገት አለ።					
3	ድርጅቱ የደረጃ ዕድገት ሲሰጥ የትምህርት ደረጃ እና የሥራ ልምድን ታሳቢ ያደርጋል።					
4	ድርጅቱ በሥራ መደብ ላይ የደረጃ ዕድገት ሰጥቶኛል።					
የአቅም ግንባታ						
1	ድርጅቱ የሚሰጠው ስልጠና ከሌሎች ተመሳሳይ ፋብሪካዎች ጋር ሲነጻጸር በጣም ጥሩ ነው።					
2	ድርጅቱ የሰጠኝ ስልጠና ከሥራዬ ጋር የተያያዘ ነው።					

3	አሁን ላለሁበት የሥራ መደብ በቂ ሥልጠና አግኝቻለሁ።					
4	ድርጅቱ የሰጠኝ ሥልጠና የሥራ አፈጻጸሙን እንዳሻሽሏል ረድቶኛል።					
ለተሠሩ መልካም ሥራዎች ዕውቅና መስጠት						
1	ድርጅቱ ሠራተኞቹ ላከናወኑት መልካም ሥራ ተገቢውን ዕውቅና ይሰጣል።					
2	ድርጅቱ የቡድኑ አባላት ለሆኑት ግለሰቦች በሙሉ እንደየጥረታቸው እኩል ዕውቅና ይሰጣል።					
3	ሠራተኞች ለድርጅቱ ላበረከቱት አስተዋጽኦ በተሰጣቸው ዕውቅና ደስተኞች ናቸው።					
4	ድርጅቱ የሚሰጠው ዕውቅና ለሁሉም ሠራተኛ ሚዛናዊ ነው።					

እባክዎን ከተሰጡት አማራጮች ውስጥ አንዱን በመምረጥ ያክብቡ ወይም በተሰጠው ባዶ ቦታ መልስዎን ይሙሉ።

- ከዚህ ከሚሠሩበት ድርጅት ለመልቀቅ ዕቅድ ወይም ሀሳብ አለዎት? አዎን የለኝም
- ለመልቀቅ ሀሳብ ካለዎት ከሚሠሩበት ድርጅት በምን ያህል ጊዜ ውስጥ ለመልቀቅ አቅደዋል? አሁን (በተገኘ አጋጣሚ) ከአሁን አንስቶ በሶስት ወር ውስጥ ከአሁን አንስቶ በስድስት ወር ውስጥ ከአሁን አንስቶ በአንድ ዓመት ውስጥ ከአሁን አንስቶ በሁለት ዓመት ውስጥ ከአሁን አንስቶ ከሁለት ዓመት በኋላ
- ከዚህ ድርጅት ከለቀቁ በኋላ በየትኛው ድርጅት ለመቀጠር አስበዋል? መንግሥታዊ በሆነ ድርጅት በተመሳሳይ ፋብሪካዎች የግል ሥራ ለመሥራት

- ከደመወዝ ጋር የተያያዘ የሚጨምሩት ጠቃሚ መረጃ ካለ፡

ሠራተኛ ጥቅማጥቅም ጋር የተያያዘ የሚጨምሩት ጠቃሚ መረጃ ካለ፡

ከማኔጅሜንት እና ሠራተኛ ግንኙነት ጋር የተያያዘ የሚጨምሩት ጠቃሚ መረጃ ካለ፡

ከሥራ አካባቢ ጋር የተያያዘ የሚጨምሩት ጠቃሚ መረጃ ካለ፡

የደረጃ ዕድገት የማግኘት ዕድል ጋር የተያያዘ የሚጨምሩት ጠቃሚ መረጃ ካለ፡

ከአቅም ግንባታ ዕድል ጋር የተያያዘ የሚጨምሩት ጠቃሚ መረጃ ካለ፡

- ለሚከናወኑ ሥራዎች ከሚሰጥ ዕውቅና ጋር የተያያዘ የሚጨምሩት ጠቃሚ መረጃ ካለ፡

ስለትብብርዎና ስለሰጡኝ ጊዜ በጣም አመሰግናለሁ፡

Appendix 5: General information and Consent form – Oromiffa version

Gaafilee

Odeeffannoo waliigalaa

Qorannoon kun qaama baruumsa kootitii. Waantoota baay'ee hojjettoonni akka hojii gadii dhiisan taasisan ni barrana jennee abdanna akkasumas kaampanii fi indasitiriwwan walfakaatoon hojjettota isaanii qabachuuf maal gochuu akka qaban ni barana jennee abdanna.

Deebiin keessan iciitidhan kan qabamu ta'uu isinii mirkaneessuu barbaanna. Maqaa fi teessoo keessan hin galmeessinu. Yeroo kamuu gaafii kana gaafatamuuf dhisuu mirga qabduu akkasumas gaafii deebii kennuu hin barbaanne kamuu bira darbuu ni danddeessu. Qorannoo kana itti fufuuf hin dirqamtan, akkasumas kana gochuuf immoo sababa dhiyeessuuf hin dirqamtan. Adeemsa qorannoo kana keessatti hirmaachu dhissuu ykn keessaa bahuu ni danddeessu.

Odeeffannoon isin nuuf kennitan tajaajila qofaaf kan ooluu ta'a. akkasumas maalummaan keessa iciitawaan qabama. odeeffannoo nuuf kennitan waliin walqabatee Maqaan keessan irra midhaan gahu hin jiru.

Hirmaannan keessan guutummaan gutuutti fedhii irratti kan hunda'ee dha. Haa ta'u malee muuxannoon keessan indasitiriwwan dhugaatii Itoophiyaa keessan hojjetan biroof deeggarsa gudda kennu ni danda'a.

Yaada dabalataatiif

Darajjee Tafarii

Lakoofsa bilbilaa 0911342961

Appendix 6: Part I: Background of Information. Questionnaire Oromiffaa version.

Armaan gadiitti gaaffiiwwan muraasa isiniif dhiyaataniira. Kanaafuu, bakka duwwaa armaan gadiitti kennamee irratti deebii keessan barreessaa ykn filannoowwan armaan gadiitti keennaman keessaa gaaffii keessan siirrii irratti \sqrt gochuun agarsiisaa.

1. Umuruun keessan meeqaa? (waggootaan)? 20 – 25 26 – 30 31 – 35
36 – 40 41 – 45 ≥ 45
2. Saallii keessan maalii? Dhiira Dhalaa
3. Ogummaan keessan Maalii? To'ataa meeshaa Opireetara/ Makaanika
xinxaalaa to'annoo qulqullinaa Hojjetaa mana kuusaa
kan biraa yoo jirate ibsaa _____
4. Sadarkaa baruumsaa 12 gadi Sadarkaa I – II Sadarkaa III – V
Digrii duraa saayinsii uumamaan/digrii duraa hawaasaan
Digrii lammaffaa saayinsii uumamaan/digrii Others specify: _____
5. Amantiin keessan Maali? Ortoodoksii Musliima
Priootestaantii Kaatoolikii kan biraa yoo jirate ibsaa _____
6. Sabni keessan maali? Oromoo Amaara Tigiree Guraagee
kan biraa yoo jirate ibsaa _____
7. Wa'ee fuudhaaf heeruma keesan ammaa. Kan hin heerumne/hin fuune
kan fuudhe, kan heerumte kan wal hiikan/kan adda ba'an bosoraa/bosora
8. Warshaa kana keessatti guyyaa qacaramtan barreessaa. _____
Guyyaa Jiaa Waggaa E.C
9. Kampaanii kana keessatti waggoota meeqa hojjettan (Askuu)? Wagga tokko gadii
Wagga tokkoo hanga lamatti Wagga lamaa hanga shaniitti
Wagga shanii hanga kudhanii Waggaa kudhanii oli
10. Kampaanii kana dabalatee muxxannoon keesan wagga meeqaa? < 1 year
1 to 2 years 2 to 5 years 5 to 10 years > 10 years
11. Mindaan keessan ji'aa giddu galeessan hagami? (Qar.)?
1,667 – 2,782 2,783 – 3,994 3,995 – 5,334 5,335 – 7,124

7,125 – 9,513 >9,513

12. Galii ji'aa giddu galeessaa biroo qabdu? (Qar.) <1,667 1,667 – 2.782

2,783 – 3,994 3,995 – 5,334 >5,334 None

13. Ji'aan hagam kuustu? (Qar.)? 83.35 – 139.10 139.15 – 199.73

199.75 – 266.70 266.75 – 356.20 356.25 – 475.65 >475.65

Kutaa II: yaada waliigalaa deebistootaa fedhii hojjettoonni dhaabbata gadi dhiisuuf qabanii.

Hojii fi kaampaanii keessan akka gadi dhiistan waantoonni isin taasisan kan armaan gadii keessaa deebii sirrii irratti \surd gochuun agarsiisaa

Miindaa hojjetaa		Jabeenyaan	Fudhat	Yaada	Hin	Jabeenyaan
Lakk.	Gaafilee	Fudhatama	amaa	hin	fudhatamuu	hin
				kennuu		fudhatamuu
1	Mindaa yeroo ammaa Kampaanin kun naa kafaluti gammachuu qabaa.					
2	Mindaan Kampaanin kun kaffalu mindaa kampaanii walfakkaataan hojii walfakaataaf kanfalu waliin wal gita.					
3	Kampaanin kun hojjetoota mindaa yeroon kanfala.					
4	Kampaaniin kun mindaa hojii keessaniif gituu kanfala.					
5	Kampaanin mindaa haala dabaluu gatii jireenyaatif maallaqa gabaa irra jiru ni xiinxilata.					
Fayidaa hojjetaa						
1	Dhaabin kun faayidaa gahaa kan akka fayidaa Inshuraansii, kanfaltii yeroo dabalataa, kanfaltii soramaa k.k.f akka gaariiti kaffala.					

2	Boqqonnaa dhibee, boqqonnaa qoromsaa k.k.f ilaalchisee deeggarsa dhaabin kennamuutti gammadeera.					
3	Jajjabeesituun hojjettootaf kennamtu hojii hojjetamuun waliin yoo madaalamu gaarii dha.					
4	Hojii dabalataatif dhaabiin dirgoon hin kafalaa.					
5	Kampaanichii tajaajila geejjibaa ni mijeessaa.					
Hariroo hojjettoota						
1	Yeroo rakkoon naqaqabee itti gaafatamaa dhiyoo kootti deeggarsa naagodhaniti gammadeera.					
2	Murtii kennuu irratti qaamni hojii gaggeessu kalaqaa fi hirmaannaa jajjabeessaa.					
3	Hojii gaggeesitootaa fi hojjettoota jidduu hariiroon gaariin ni jiraa.					
4	Gama qaama hojii gaggeesituutin kabajniif fi walqixxumaan ni jiraa.					
5	Qaamni hojii gaggeessu ajaja hojii qulqulluu fi ifa ta'e nii kenna.					
Naannoo hojii						
1	Kampaanichii bakka hojiiif wantoota nageenyaaf barbaachisan hunda hin kenna.					
2	Bakki hojii mija'a dha akkasumas hojii haala salphaan hojjechuuf hin eyyamaa.					
3	Haalli dhaabbatichaa guutummaan guutuutii hojiiif kan nama gargaaruu fi jajjabeessu					

4	Kampaanichii Hojii hojjechuuf waantota barbaachisan hunda hin kenna.					
5	Maateriyaalloonni hojiif barbaachisan guuteerra.					
Carraa guddinaa						
1	Kampaanicha keessa sagantaan guddina keeriyaarii jiraa.					
2	Kampaanichii hojjetaa guddisuuf sadarkaan hojii fi muuxannoo hojii yaada keessa galchaa.					
3	Kampaanichii dhaabii hojii kooti irrati carraa guddinnaa na laateera					
Carraa ijaarsa danddeetti						
1	Leenjii dhaabbin kennu sagantaan leenjii dhaabbata walfakaataa biroo waliin yoo madaalamu hanga tokko fooya'aa dha.					
2	Leenjiiin dhaabbatichii naaf kenne hojii koon waliin hariiroo qaba.					
3	Gita hojii hanga amma irra jirruun leenjii gahaa godheera.					
4	Leenjiiin hojii na kennamnee foyyeessuuf na gargaarrera.					
Beekamtii hojii						
1	Dhaabbatichi hojii haala garii hojjetameef beekamtii gahaa kenna					
2	Tattaaffi isaanitiif miseensoonni garee beekamtii kennan jiruu.					

3	Gahee dhabbaticha keessatti xabataniif beekkamtiin kenname gahaa dha.					
4	Beekkamtiin hojjetaaf kennamu haala walqixxuma qabuu ni dha.					

Gaafilee kanaan gaditti dhiyaatan deebii sirrii irratti \surd gochuun agarsiisaa.

1. Dhaabbata Askuu Itti gaafatamummaan isaa murta'ee gadii dhiisuuf karoora qabduu?

Eeyyee Lakki

2. Deebiin lakk. 2 keessanii eeyyee yoo ta'e yoom gadii dhiisuuf karoorfatan?

Amma (hanga danda'ameetti dafee) Haar'aa qabee ji'oota sadii keessatti

Haar'aa qabee ji'oota ja'a keessatti Har'aa qabee waggaa tokko keessatti

Har'aa qabee waggaa lama keessatti Waggaan lamaan booda

3. Dhaabbata Askuu Itti gaafatamummaan isaa murta'ee gadii dhiftanii erga deemtaniin booda

dhaabbata kam keessatti hojjechuuf karoorfatan? Kampaanii walfakaatuu kan biro

Dhaabbata mootummaa Hojii dhunfaa kootii jalqabuu

Kan biroo ibsaa _____

- Wa'ee mindaa ilaalchisee odeeffannoo faayidaa qabuu kan isin dabaltan yoo jiratee.

- Wa'ee fayidaalee hojjetootaa ilaalchisee odeeffannoo faayidaa qabuu kan isin dabaltan yoo jiratee:

- Wa'ee hariiroo hojjetoota – qaama hojii gaggeesituu ilaalchisee odeeffannoo faayidaa qabuu kan isin dabaltan yoo jiratee: _____

- Wa'ee bakka hojii waliin walqabatee ilaalchisee odeeffannoo faayidaa qabuu kan isin dabaltan yoo jiratee: _____

-
-
- Wa'ee Carraa guddinaa waliin walqabatee ilaalchisee odeeffannoo faayidaa qabuu kan isin dabaltan yoo jiratee: _____

-
-
- Wa'ee Carraa ijaarsa danddeetti waliin walqabatee ilaalchisee odeeffannoo faayidaa qabuu kan isin dabaltan yoo jiratee: _____

-
-
- Wa'ee Beekamtii hojii waliin walqabatee ilaalchisee odeeffannoo faayidaa qabuu kan isin dbaltan yoo Jiratee: _____

Appendix 7: Interview questions to top management of the company

1. Is the management of Asku plc or department of human resource aware about the high turnover intention of their employee?
2. Do you think that the turnover of employees is a serious problem for the organization?
3. What are the major causes of employee turnover in your organization?
4. Do you think that employees of Asku earn sufficient financial compensation compared to current market?
5. What mechanisms do your organization use to retain its experienced and qualified employee?
6. When your organization assigned task to its employees is that related to employees' qualification?
7. Do management of Asku have promotional system to upgrade their employees?

Declaration

I, Dereje Teferi declare that the project entitled “Factors Associated with Employee Turnover Intention at Asku plc, Burayu Town, Oromia, Ethiopia.” is my original work prepared under the guidance and supervision of my advisor Asst. Prof. Showa Jemal and has not been presented in any other University, and that all sources of material used for the project have been duly acknowledged.

Name	Signature	Date
St. Mary’s University, Addis Ababa		June, 2018

ENDORSEMENT

This thesis has been submitted to St. Mary's university school of business for examination with my approval as university advisor.

Name	Signature	Date
St. Mary's University, Addis Ababa		June, 2018