



ST.MARY'S UNIVERSITY
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DETERMINANTS OF EMPLOYEE TURNOVER INTENTION IN
METALS AND ENGINEERING CORPORATION (METEC)

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METALS AND ENGINEERING CORPORATION

BY

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ENDORSEMENT

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

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List of Abbreviation

1. METEC.....Metals and Engineering Corporation
2. EPEIEthiopia Power Engineering Industry
3. OC..... Organizational Commitment
4. MN.....Mean
5. SD.....Standard Deviation

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Abstract

In today's competitive working environment a company's human resource a truly sustainable competitive advantage for both public and private sector organizations .Product innovation can be duplicated, but the synergy of a company's work force cannot be replicated. For this reason not only attracting talented employees but also retaining them is imperative for success. This is a research prepared for academic purpose titled turnover trend and intention in Metals and Engineering Cooperation METEC. Related literature was reviewed; theoretical framework and models of other scholars are used by modifying in our country context to know the real factors contributing to turnover intention. The purpose of this study is to address the turnover intention determinants or major factors affecting professional employee of civilian personnel at METEC. The basic research questions are what is the magnitude of employee turnover in the organization, what is the turnover intention of existing employees, what are the major factors that contribute to employee turnover intention in METEC. Which category of employees is more interested to leave and what employee retention schemes are currently in place by the organization. The research used descriptive research design and mixed research approach. In order to collect primary data, a survey questionnaire including demographic profiles and factors that contribute to employee turnover intention arranged with a five point Likert scale were used. Moreover, data about the trend of existing staff were collected from the organization. A total of 220 questionnaires were distributed to employees of the Corporation selected based on purposive and stratified sampling of which 205(93%) questionnaires were properly completed and returned. Interview sessions were also organized with HR officials and different department managers and supervisors. SPSS version 20 for windows is used to process the primary data. The findings imply that METEC civilian professional employees were very satisfied with working condition and supervision. However, they have moderate satisfaction with management policies and practices; On the other hand, most of the respondents seem to be dissatisfied or least satisfied, on some of the variables which include; pay, career development and overall job satisfaction. Moreover, the study revealed that there is high intention to leave. In line with the findings pay is the most common potential reason for high employee turnover intention. Unequal pay or low wages would also cause dissatisfaction and make some employees to quit. Every employee wants to be treated in the same way to have a wage and job evaluation system and it is good practice for the organization to comply with equal pay for equal work requirements to avoid this kind of problem. Career development also shows less satisfaction for many employees, organization should ensure employees have the opportunity for on-going training and development. The researcher recommends management policies and practices focus on strategies of how management can utilize achievement, recognition and work conditions as a tool to keep employees motivated and satisfied in their jobs. It is also recommended that ways by which management can eliminate low motivation and job dissatisfaction amongst employees should be practiced by improving management skills, knowledge and competencies of managers especially on policy and administrative matters.

Key Words: - Turnover, Motivation, determinants, satisfaction, METEC, Ethiopia

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

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

Employees' turnover remains one of the most widely researched topics in organizational analyses (Dalton and Todor, 1981). Despite the significant progress of research in this field (Morell and associate, 2004; Negrin and Tzafirir, 2004), there is a great deal of confusion as to what might actually cause employees to leave their organizations. Different researchers developed different models to enlighten and advance the understanding of employee turnover to explain and predict employees' movement within or out of the organizations.

Turnover intentions, or intentions to quit a job, have been found to be one of the best predictors of actual quitting (Griffeth *et al.*, 2000). There are many factors to make employees produce turnover intention such as job satisfaction, organization commitment, environments and so on.

Intent to turnover has been found to be the best predictor of actual turnover (Griffeth *et al.*, 2000). Moreover, intentions are important outcomes of socialization (Bauer *et al.*, 1998) for this reason, if employees would like to have turnover intention, the organization didn't make their demands. Mobley (1977) brings up a schematic representation of the withdrawal decision process. It shows that employee's turnover intention influences impulsive behavior to quit. Analysts typically argue that job satisfaction is multidimensional. The job setting is viewed as being composed of different constituent parts with which an individual may be either satisfied or dissatisfied. For example, the Job Descriptive Index developed by Smith, Kendall, and Hulin (1969) breaks out the overall measure of job satisfaction into satisfaction with supervision,

satisfaction with co-workers, satisfaction with work, satisfaction with pay, and satisfaction with promotion. A number of researchers (Jackofsky, 1984; Dalton and Todor, 1981) identified the relationships between employees' turnover and turnover intention, and the labor market, physical working conditions, pay, job skill, supervision, employee personal characteristics (such as intelligence, aptitude, personal history, sex, age, length of service and so on), and employee's reaction to his/her job (including aspects such as job satisfaction, job involvement, and job expectation). Among all of these variables, the relationships of job satisfaction and organizational commitment with turnover intention are found to be substantially documented (Poon, 2004; Koh and Goh, 1995).

Metals and Engineering Corporation (METEC) is one of the institutions established by the Federal Democratic Republic of Ethiopia (FDRE) to enable the realization of the government's Growth and Transformation Plan (GTP) and to accelerate the ongoing transition of Ethiopia into industrialization and becoming a middle-income country. Since the establishment of METEC as a public enterprise by the Council Of Ministers regulation number 183/2002, METEC has been working tirelessly towards the realization of its vision, mission and objectives (corporate manual 2016).

Currently, METEC is comprised of 15 semi-autonomous, and integrated manufacturing companies that are operating in more than nine different sectors. In addition to supporting key stakeholders in the public sector, the METEC companies were established for developing their respective private sector value chains and accelerating the technological capacity of the country. Most of the METEC companies are situated in the Addis Ababa – Adama corridor where higher education institutions, R&D, manufacturing and the supplier ecosystem are forming industry pre-clusters and clusters that are conducive for innovation (corporation manual)

Mostly focusing on turnover intention is conducted in the organization so far, this study is proposed to assess employee turnover trend and intention in METEC. Thus its purpose is to fill the current research gap and determine the turnover trend and intention of employees to leave the organization. It is obvious stable workforce will enable the compare to successfully meet its goals, this requires the understanding of the Management about the interests, expectations and aspirations of the workforce, design appropriate employee retention schemes.

1.2 Statement of Problem

Metals and Engineering Corporation (METEC) is one among many corporations in Ethiopia. The corporation is established to ensure a superior level of industrial sector in our country through promoting the technological transfer and to get equipped with the necessary skill so as to be competent and pioneer in international level. Establishing production factories, build industrial machineries, produce and address capital goods and spare parts under internationally accepted quality and competitive price. To perform continuous capacity building and technology development activities to realize national transformation in industrializing the country. To end foreign currency expenses used to purchase machineries and spare parts and hence increase source of income for foreign currency.

However, high turnover among civilian professionals at Metals and Engineering Corporation is a persistent problem. First, recognize that employee turnover trend is a symptom not a problem. Turnover is the result of deeper issues that have not been resolved. May be it is low morale, no career path, lack of recognition, poor employee- manager relationship. Porter and Steers model proposed that unmet expectations were the central focal construction that predicated turnover. Unmet expectations lead to dissatisfaction, which lead to turnover. Horn and Griffeth (1995) and Maertz and Campion (1998) provide comprehensive summaries of the various theoretical frameworks. Past investigations have shown that determinants of job satisfaction and organizational commitment are antecedents to turnover intention (Horn and Griffeth, 1995). In line with these results, in the proposed model, determinants or factors of job satisfaction and organizational commitment are depicted as antecedents to turnover intention. Job satisfaction can be used to predict turnover. Horn and Kiniki (2001) also agreed on the motion that job satisfaction can be used to understand turnover process. According to Milkovich and Boudreau (1997), a study of Singapore accounts found that job satisfaction is the main predictor of turnover intention. Newstorm and Davis (1984) had recognized that high turnover at any organizational levels constitutes a waste of human resources. Abelson and Baysinger (1984); and Dalton and Todor (1982) in Newstorm and Davis (1984) agreed with this view and said that turnover is not a good phenomenon for organization because valuable human resources are lost. In today's changing world of work, reasonable levels of employee-initiated turnover facilitated

organizational flexibility and employee independence, and they can lessen the need for management layoff.

Losing a good employee, therefore, is a potential nightmare. Turnover is costly in terms of lost productivity, interruption of in-place strategies, employee replacement expenses, potentially devastating in loss of intellectual capital, lower employee morale and interrupts to quality service. Retention of valued good employees is therefore an evolving strategic necessity for every firm.

The purpose of this study is to address the turnover trend and intention determinants or major factors affecting employee of civilian personnel at Metal Engineering Corporation (METEC), which can help the researcher to identify the factors that will contribute to high employees' turnover trend among the workers. From the study, the organization can make adjustments on their current policies and procedures as an effort to retain workers from leaving the organization.

To achieve the above purpose (goal), the study intends to address the following basic research questions.

1.3 Basic Research Questions

1. What is the magnitude of employee turnover in the organization?
2. What is the turnover intention of existing employees?
3. What are the major factors that contribute to employee turnover intention in Metals and Engineering Corporation (METEC)
4. Which category of employees is more interested to leave?
5. What employee retention schemes are currently in place by the organization?

1.4 Objective of the study

Employee turnover trend and intention demands serious management attention because of its high performance levels, it puts pressure on the organization's scarce resources. Moreover, Job satisfaction is an issue of substantial importance for both individuals and an organization. As many studies suggest, employers benefit from satisfied employees as they are more likely to profit from lower staff turnover and higher productivity if their employees experience a high level of job satisfaction. Therefore, this study will have the following general and specific objectives.

1.4.1 General objective of the study

The general objective of this thesis is to assess or examine employees' turnover intentions of civilian professional employees in Metals Engineering Corporation.

1.4.2 Specific objectives of the study

The specific objectives of the study are

- To determine the magnitude of turnover trend in the organization.
- To assess the employee turnover intention in the corporation.
- To identify the main factors contributing to employee turnover intention in Metals and Engineering Corporation (METEC)?
- To examine the level of seriousness of civilian personnel turnover in Metals and Engineering Corporation (METEC)?
- To suggest possible solutions to avert the problem of employee turnover in Metals and Engineering Corporation (METEC)?

1.5 Significance of the study

This paper is supposed to be an academic thesis to fulfill the Masters Degree award in Business Administration. However, beyond this goal the outcomes and final findings of the study will contribute important share and offers significant bases for the corporation as well as other concerned bodies to know the real causes of the employee turnover trend and so as to take possible actions to retain their skilled and talented employees' in their organization. In addition to that finding of this paper can be used as a reference for further study made by other researcher.

1.6 Scope and Limitation of the study

This study is delimited in Metals and Engineering Corporation (head office) and three industries such as Ethiopia Power Engineering Industry (EPIE) Metal Fabrication Industry and Hibret Manufacturing and Machine Building Industry were the scope of the study The geographical coverage of the study was basically selected around Addis Ababa The reason for such delimitation is to overcome the problems facing the researcher related to shortage of time and finance. The number of respondents were 338 civilian professionals were randomly given the questionnaire as they were volunteered to participate in the survey Internal factors that lead to employee turnover such as pay, supervision, promotion, the job itself, work environment, organizational management and commitment were considered. The External factors which have influence on the employee turnover, such as economic condition, labor market etc were not considered. Moreover, the study only concentrated on civilian professionals.

1.7 Organization of the Study

The study is divided into five chapters. In chapter one, introduction and background of the study, statement of the problem, objective of the study, significant of the study, scope of the study are presented. In chapter two review of related literature is discussed The research design, sample and sampling techniques, types and sources of data, data gathering instruments, the procedures of data collection and method of data analysis are presented in chapter three Data analyses and interpretation are presented in chapter four. Finally, conclusions, limitation of the study and recommendations are discussed under chapter five.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter will discuss about determinants of employee turnover from several perspectives. It includes the definition of employee turnover, Voluntary Employee Turnover, Theoretical Framework, Organizational Equilibrium Theory, and Met Expectation Theory Linkage Model Sources of employee turnover, the concept of Employees' job satisfaction, Determinants of Employee Turnover and effects of employee turnover

2.1 The Concept of Employees' Turnover

Employees' turnover is a much studied phenomenon (Shaw and others, 1998). But there is no standard reason why people leave organization. Employee turnover is the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment (Abassi et al., 2000). The term "turnover" is defined by Price (1977) as, the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period". Frequently, managers refer to turnover as the entire process associated with filling a vacancy: each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover (Woods, 1995). This term is also often utilized in efforts to measure relationships of employees in an organization as they leave, regardless of reason.

2.2 Types of Employee Turnover

2.2.1 Voluntary Employee Turnover

Voluntary turnovers are those caused by the employee out of his/ her own choice (e.g. to take job in other organization for better salary) while involuntary turnovers are because of the decision of management (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations (Loquercio et al, 2006). Turnover Avoidable turnover Functional Voluntary turnovers are further distinguished into functional and dysfunctional turnovers.

Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refer to the exit of effective performers.

Dysfunctional turnover is of greatest concern to the management due to its negative impact on the organization's general performance. Dysfunctional turnover could be further classified into **avoidable turnover** (caused by lower compensation, poor working condition, etc.) and **unavoidable turnovers** (like family moves, serious illness, death, etc.) over which the organization has little or no influence (Taylor, 1998). A low level of employee turnover is acceptable in any occupation, in that it offsets potential stagnancy, eliminates low performers, and encourages innovation with the entry of new blood. However, high levels of employee turnover lead to low performance and ineffectiveness in organizations, and result in a huge number of costs and negative outcomes (Ingersoll & Smith, 2003). Several researchers have found that high turnover rates might have negative effects on the profitability of organizations (Aksu, 2004; Hinkin & Tracey, 2000). Johnson (1981) viewed turnover as a serious problem having a strong bearing on the quality of products and services and incurring considerable replacement and recruitment costs. Curtis and Wright (2001) opined that high turnover can damage quality and customer service which provide the basis for competitive advantage, thereby inhibiting business growth. Also, it has been observed that people who leave are those who are most talented as they are the ones likely to get an opportunity elsewhere (Hinkin & Tracey, 2000). Turnover often ends up in valuable talent moving to competing entities (Stovel & Bontis, 2002). Therefore, it is only desirable that management should accord special attention to prevent turnover and put in place a sound strategy for improving staff retention. For most part, voluntary turnover is treated as a managerial problem that requires attention, thus its theory has the premise that people leave if they are unhappy with their jobs and job alternatives are available (Hom & Kinicki, 2001). Therefore, most studies have focused on voluntary rather than involuntary turnover (Wright, 1993)

Voluntary Employee Turnover means when an employee leaves the company with his own intention. It might be due to better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor etc. High level of voluntary turnover seems to be negative for the organizational growth. According to Hom and Griffeth (1995) "explanation of voluntary employee turnover has important implication for organizational manpower planning. It is widely believed that a high amount of VET adversely influences organizational effectiveness;

that is the degree to which organizations achieve their goals Voluntary employee turnover has been one of the most studied outcomes in organizational research. This pervasive interest comes mainly from a recognition that voluntary turnover can be very costly, and that understanding and managing it better can provide considerable benefits (Pfeffer, 2005). Thus better understanding turnover causes and how to control them will likely remain a primary concern into the future. Many researchers did already work on the topic of voluntary employee turnover. The researchers include the following Mobley, 1977, Steers and Mowday, 1981.

2.2.2 Involuntary Turnover

Involuntary turnover is when the company asks an employee to leave. Reasons can range from poor performance or behavioral issues to budget cuts or structural reorganization. Most will assume that because this decision is made by the employer, and the employee never wanted to leave,

2.2.3 Retirements

People tend to say exits due to retirement are inevitable and out of the company's control. However, surveys show that some employees become disengaged in their workplace and choose to enter retirement early. And although they have voluntarily exited your organization, it doesn't mean their career has ended.

2.3 Theoretical Framework for Employee Turnover

Employee turnover is most studied phenomenon in the past and several theories have been written and available to explain why employees voluntarily decide to leave the current job or organization. Some of these theories are the Theory of Organizational Equilibrium (March and Simon, 1958), the Met Expectation Model (Porter and Steers, 1973), and the Linkage Model (Mobley & Association, 1977).

2.3.1 Organizational Equilibrium Theory

In the study of voluntary employee turnover the organizational equilibrium theory by (March and Simon, 1958) has great influence. March and Simon stated that Turnover occurs when individuals perceive that their contributions to an organization exceed the inducements they

received from that organization this incentive effects on two things like intent to leave and employees ease of movement it is more related to individual level factors. Theories linked with satisfaction and alternatives have served as the origin for much of the literature on voluntary employee turnover (Hulin et al., 1985). According to this theory an employee has been faced two sided reactions pull and push that impact on his turnover decision like higher salary, better opportunity, organizational goodwill etc these things attack on employee as pull to away from the organization. But on the other hand some psychological forces always push employee towards new employment (Josefek and Kauffman, 2003).

2.3.2 Met Expectation Theory

This theory is suggested by Porter and Steers (1973) they have stated that, the discrepancy between what a person encounters on the job in the way of positive or negative experiences and what he expected to encounter. An employee's may include rewards, advancement and relations with colleagues and supervisors. Basic theme of this theory expectations is that when an employer fail to fulfill an employee's expectations that will lead towards voluntary employee turnover.

2.3.3 Linkage Model

Linkage model by Mobley's (1977) explains a series of interrelated links between job satisfaction and voluntary employee turnover. In this model one major factor is considered by job dissatisfaction which leads a series of withdrawal intensions like thoughts of quitting, job search intension and fringe benefits comparison, this behavior ultimately is the cause for high voluntary employee turnover.

2.3.4 Job Related Factors

Most researchers have attempted to answer the question of what determines people's intention to quit by investigating possible antecedents of employees' intentions to quit. To date, there has been little consistency in findings, which is partly due to the diversity of employed included by the researchers and the lack of consistency in their findings. Therefore, there are several reasons why people quit from one organization to another or why people leave organization. The experience of job related stress (job stress), the range factors that lead to job related stress

(stressors), lack of commitment in the organization; and job dissatisfaction make employees to quit(Firth & others,2004). This clearly indicates that these are individual decisions which make one to quit.

They are other factors like personal agency refers to concepts such as a sense of powerlessness, locus of control and personal control. Locus control refers to the extent to which people believe that the external factors such as chance and powerful others are in control of the events which influence their lives (Firth et al.,2004). Manu et al. (2004) argue that employees quit from organization due economic reasons.

Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labor turnover in the market. Large organizations can provide employees with better chances for advancement and higher wages and hence ensure organizational attachment (Idson and Feaster,1990). Trevor (2001) argues that local unemployment rates interact with job satisfaction to predict turnover in the market.

Role stressors also lead to employees' turnover. Role ambiguity refers to the difference between what people expect of us on the job and what we feel we should do. This causes uncertainty about what our role should be. It can be a result of misunderstanding what is expected, how to meet the expectations, or the employee thinking the job should be different (Kahn & others, 1990). Insufficient information on how to perform the job adequately, unclear expectations of peers and supervisors, ambiguity of performance evaluation methods, extensive job pressures, and lack of consensus on job functions or duties may cause employees to feel less involved and less satisfied with their jobs and careers, less committed to their organizations, and eventually display a propensity to leave the organization (Tor et al., 1997). If roles of employees are not clearly spelled out by management/ supervisors, this would accelerate the degree of employees quitting their jobs due to lack of role clarity.

2.3.5 Organizational Factors

Organizational instability has been shown to have a high degree of high turnover. Indications are that employees are more likely to stay when there is a predictable work environment and vice versa (Zuber, 2001). In organizations where there was a high level of inefficiency there was also

a high level of staff turnover (Alexander & others, 1994). Therefore, in situations where organizations are not stable employees tend to quit and look for stable organizations because with stable organizations they would be able to predict their career advancement. The imposition of a quantitative approach to managing the employees led to disenchantment of staff and hence it leads to labor turnover.

Therefore management should not use quantitative approach in managing its employees. Adopting a cost oriented approach to employment costs increases labor turnover (Simon et al., 2007). All these approaches should be avoided if managers want to minimize employee turnover an increase organizational competitiveness in this environment of globalization. Employees have a strong need to be informed. Organization with strong communication systems enjoyed lower turnover of staff (Labov, 1997) All these factors contribute to high employee turnover in the sense that there is no proper management practices and policies on personnel matters hence employees are not recruited scientifically, promotions of employees are not based on spelled out policies, no grievance procedures in place and thus employees decides to quit. Griffeth et al. (2000) noted that pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. If jobs provide adequate financial incentives the more likely employees remain with organization and vice versa. There are also other factors which make employees to quit from organizations and these are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environment (Abassi et al., 2000).

2.4 The Concept of Employees' Job Satisfaction

Job satisfaction refers to an emotional state of mind that reflects an affective reaction to the job and work situation (Dipboye & others, 1994). An employee tends to react negatively towards their job which caused withdrawal of behavior and feeling de-motivated towards their work function. Thus, job satisfaction is the positive and negative feelings and attitudes the people hold about the job (Schultz & Schultz, 1994) i.e. to the extent a person satisfies or dissatisfies in doing their work .According to Loke(1976) defined job satisfaction as pleasurable or positive personal state resulting from the appraisal of one's job experiences. Therefore, keeping one person happy

in their work is intuitively appealing to employers in any organization. Job satisfaction is seen as consisting satisfaction with different aspects of the job and work situation (Falkenburg & Schyns, 2007). Job satisfaction also can be seen as a result of a behavioral cycle; it can be seen as a cause of behavior; or it can be seen as a part of a regulation system in which the evaluation of result leads to decisions concerning whether or not changes are made (Thierry, 1997). As stated by Schultz and Shultz, job satisfaction is influenced by many work related factors and it depends on the workers' sense of fulfillment that they get from their daily work. This is supported by Carrell, Kuzmits and Elbert (1992) that the work itself, co-workers, supervision and opportunities to grow mostly influence the job satisfaction of the workers. The recent research done by Seta & others (2000) also found that the nature of the works, the reward systems, relation with co-workers and supervision would contribute to the job satisfaction.

According to McCormick and Ilgen (1985), there are many previous researchers the support the relationship between job satisfaction and turnover. One of it is from Spencer and Steers (1981) in which they found that there is a strong negative relationship between job satisfaction and turnover of the hospital employees who were relatively low performers. Mowday, et al (1982) also found that job satisfaction is consistently and negatively related to turnover. Jackofsky and Peter (1983) on the relationship between job satisfaction and turnover intention. They argued that the employee would leave the job cause by dissatisfaction based on belief that there are other opportunities available at the job market. Data from a simple retail employees' in several south western cities confirmed this prediction. From the previous literature, Schermerhorn, Hunt and Osborn (2000) stated that job satisfaction can affect turnover or decision by worker to terminate their employment. They also agreed that dissatisfied workers are more likely than satisfied workers to quit from their job. The first is to join and remain in an organization and the other is to work hard in achieving high performance. Moreover, Rumery (1994) said that several past literature such as done by Lucas, Atwood and Hagaman (1993) shown that factors such as age and job satisfaction are good predictors of the intention of turnover intention of the workers. Studies have also shown that intention to turnover can be used to predict future turnover. Some of the researchers relate job satisfaction with organizational commitment because they believed that with right organizational measures will improve employee attitudes thus improve performance. One way to approach it is by examining withdrawal behaviors. Withdrawal behaviors are defined as behavior involving physical withdrawal, such as absenteeism and

turnover (Falkenburg & Schyns, 2007). Often, the negative attitudes would cost the organization greatly. According Rosse and Noel (1996) stated that organizations are particularly motivated to understand these behaviors', as they result in high costs. However, Falkenburg and (Schyns *et al.* (2007) through their study found that job satisfaction and organizational commitment have moderating effect on withdrawal behaviors' and to prove such relationship is very complex.

Job satisfaction is more about happiness on the work place. It creates interest in the job. We can be defining job satisfaction as "A pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". Spector (1996, p. 214) It's a widely accepted phenomenon that job satisfaction has negative relation with voluntary employee turnover in an organization. Job satisfaction generates a negative impact on both turnover intent (Byrd et al., 2000); Job satisfaction is most important variable to understand employee's intent to leave the organization. Job satisfaction is more likely generate faster than organizational commitment. A dissatisfy employee has more intention to leave the job. Employees can be dissatisfy through different factors like bad work environment, supervisor's negative behavior, less growth chances or less monetary rewards etc.

2.4.1 Measurement of Job Satisfaction

Measuring job satisfaction is difficult, for it is an abstract personal cognition that exists only in an individual's mind. To measure job satisfaction, one must have a conceptual understanding of the construct in order to decide what indirect factors to measure. Since there is no single agreed upon definition of job satisfaction, and no widely accepted theory to explain it, it is no surprise that there is also no general consensus on the best way to measure job satisfaction The most basic forms of measurement might include an interview, a single-item measure, or a workplace observation; however, most researchers opt for a more objective and in-depth survey instrument (Spector, 1997). Questionnaires are easily distributed, have less room for bias, have increased likelihood of confidentiality, and require much less time and money than one-on-one interviews (Pedhazur & Schmelkin, 1991).

2.5 Benefit and Salary Package (Pay)

Griffeth & associatel (2000) noted pay and pay-related variables have a modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a

person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they leave. They cite findings from Milkovich and Newman (1999) that where collective reward programs replace individual incentives, their introduction may lead to higher turnover among high performers. The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive. Mobley and associate (1979) concluded that results from studies on the role of pay in turnover were mixed but that often there was no relationship between pay and turnover. Other studies found no significant relationship.

On the other hand Campion (1991) cited in Tang suggests that the most important reason for voluntary turnover is higher wages/career opportunity. Martin (2003) investigates the determinants of labor turnover using establishment-level survey data for the UK. Martin indicated that there is an inverse relationship between relative wages and turnover (i.e. establishments with higher relative pay had lower turnover)

2.6 The Job Itself

The job itself (the work conducted), and achievement and recognition at work result in satisfaction while the management policy, relations with the managers and colleagues result in dissatisfaction. Factors related to the job itself such as using talents, creativity, responsibility, recognition have influence on the job satisfaction. Age is one of the factors affecting job satisfaction. Studies conducted in five different countries prove that the elder workers are more satisfied. Kose has also found a meaningful relation between the age and job satisfaction. Chang (1999) examined the relationship between career commitment, organizational commitment and turnover intention among Korean researchers and found that the role of career commitment was stronger in predicting turnover intentions. When individuals are committed to the organization they are less willing to leave the company. This was found to be stronger for those highly committed to their careers.

There is a strong connection between feeling secure and saying one is satisfied with a job. People who state their job is secure have a much larger probability of reporting themselves happy with their work. Job satisfaction and devotion to the job, affected each other reciprocally, and they have great impact upon performance. The most significant of the factors affecting performance are economical, technical, socio-political, cultural and demographical ones. However, most efforts to improve performance seem to center on improving the conditions surrounding the

work. These are worthwhile efforts, but they usually result only in short-term improvements in attitudes and productivity, and the situation often returns quickly to normal. Job satisfaction varies a lot. (Researches suggests, the higher the prestige of the job, the greater the job satisfaction). But, many workers are satisfied in even the least prestigious jobs. They simply like what they do. Most workers like their work if they have little supervision. The least satisfied workers are those in service occupations and managers that work for others. Ethnic and religious orientation is associated to work attitudes, and job satisfaction is related to education.

2.8 Organizational Commitment (OC)

Organizational commitment plays an important role in restricting an individual's mind toward resignation. Committed employees always have better attendance record and stay for long period of time in an organization as compared with non-committed employees (Kline & Peters, 1999). Other factors are in fact attached with organizational commitment that helps employee's intent to leave the job. Construction of OC is resulting from its relationship with work related behaviors like absenteeism, voluntary employee turnover (VET), job satisfaction, job involvement, performance and supervisor behavior (Eby & others, 1991). In order to develop the organizational commitment between employees we need to establish an appropriate organizational culture in which everybody should informed with organizational mission. Arthur (1994) suggests that Human Resource policies must build on commitment instead of control over VET (voluntary employee turnover) and higher productivity. Such high commitment management practices are describe by the use of information distribution, problem solving, reduces status difference, job flexibility, team working, and train & develops employees as valuable resource rather than treating them like a disposable factor of production (Wood and de Menezes, (1998) . Human Resource department must be involved in training and development function to get more loyal and committed employees. It is not possible to identify training & development cost for each employee but we can see the effect in terms of employee commitment, low VET, high productivity. There are three components of OC such as) Affective, continuance and Normative. (Meyer and Allen 1991).

Affective: Affective commitment explains employee emotional attachment and identification with and involvement in the organization. In this type of commitment employees really want to stay with existing employer.

Continuance: Continuance commitment refers to employee awareness regarding cost attached with leaving the organization. People don't willing to resignation because they need to stay due to certain reasons.

Normative: This commitment shows a feeling of obligation to continue working in the same organization. People stay in this case because they feel that they have to stay. Above all affective commitment has mostly studied and thorough researched topic due to consistent relationship with organizational outcomes like performance, attendance and employee retention (Meyer and Allen, 1997)

2.8 Work Environment

Working conditions play very crucial role to increase job satisfaction and organizational commitment in the workforce community. The work environment includes factors or features that have all work conditions and situations for employees (Dawson, 1986). In the textile sector working conditions are averagely good enough but in some units old machinery has used that is a main cause of dust or fluff in the production halls. According to prior experience many well skilled workers decide to shift other company just because of non-healthy work environment. Numerous studies have attempted to explain work environment in various areas such as for example employee turnover (1985), employee turnover, job satisfaction (Iaffaldano & Muchinsky, job involvement and organizational commitment (Sjöberg & Sverke, 2000). Work environment is one of the factors that affect employee's decision to stay with the organization (Zeytinoglu & Denton, 2005). Hytter (2008) analyzed that work environment has commonly been discussed by industrial perspective, i.e. with a focus on physical aspects such as, heavy lifts, noise, exposure to toxic substances etc. The interesting part is; characteristics of work environment vary in services sector as compare to production sector because it has to interact with the clients/consumers (Normann, 1986). Depending on the kind of business and kind of job, interactions will be more or less frequent and more or less intense. The interaction between employees and consumer/client hence demands a move of focus from the physical to the Psycho social dimension of work environment. Psycho social work environment includes support, work load, demands, decision latitude, stressors etc.

It's very important to recognize the emerging needs of individuals to keep them committed and provide the work environment as necessitate (Ramlall, 2003). Milory (2004) reported that people

enjoy working, and strive to work in those organizations that provide positive work environment where they feel they are making difference and where most people in the organization are proficient and pulling together to move the organization forward.

According to Miller, Erickson & Yust (2001), employees get benefited by work environment that provide sense of belonging. Firms with generous personalization policies may have better chance to satisfy and retain employees by providing appropriate level of privacy and sound control on workspace which enhances the motivation levels to commit with the organization for the long term (Wells & Thelen, 2002). In his major study, Earle (2003) identifies that in the framework of economy; different generations evaluate risk in a different way and prioritize the value of work environment differently. The focus of organizations must be on how to provide better jobs with great work environment to retain employees (Levi, 2002).

2.9 Career Development Opportunities

Career development is a system which is organized, formalized and it's a planned effort of achieving a balance between the individual career needs and the organization's workforce requirements (Leibowitz & others, 1986). The rapidly growing awareness makes it obvious that people can give the firm its leading edge in the market place. The new challenge for the HR professionals is to identify the developmental strategies which can inspire the commitment of employees to the firm's mission and values so that the employees become motivated and help the firm to gain and maintain a competitive advantage (Graddick, 1988). It entails in creating opportunities for promotion within the company and also providing opportunities for training and skill development that let employees to improve their employability on the internal and/or external labor market (Butler & Waldrop, 2001). Growth opportunities which were offered by the employers are reduced due to turnover intentions of employees because the lack of training and promotional opportunities was the main cause for high-performers to leave the company (Allen, et al, 2003; Steel et al., 2002).

Career development is important for both the organization and individual (Hall, 2002). It's a mutual benefit process because career development provides the important outcomes for both parties (Ozbilgin, 2004). Organizations need talented employees for maintaining the sustainable competitive advantage and individuals require career opportunities to develop and grow their competencies (Prince, 2005).

2.10 Supervisor Support

One of the most important factors that have impact on retention is the relationship between a worker and a supervisor. Supervisors are the “human face” of an organization. According to Eisenberger and associates (1990), a worker’s view of the organization is strongly influenced by their relationship with their supervisor. By having support, workers are less likely to leave an organization and be more engaged by having good relationship and open communication with the supervisor (Greenhaus, 1987). Supervisors interact as a link to practice applications among stated goals and expectations. By harmonizing the competing demands, they support in managing both inside and outside the work environment. If the relationship does not exceed then employee will seek to any other opportunity for new employment and vice versa. The supervisor support is so essential to retention that it can be said that employees leave bosses, not jobs (Ontario, 2004).

As in today’s organization, diverse workforce is being utilized which arises the importance of supervisor and employee relationship for retention. Borstorff & Marker (2007) found that employees want trustful supervisors who know them, understand them and treat them fairly. Abusive supervisors create conflicts in worker’s attitude for job, life and organization.

Employees who feel esteemed will actively take part in organization’s goals, exhibit prolific workplace behaviors such as increased in job involvement, reduced absenteeism and have less turnover rates. The means by which support from a supervisor can be revealed is by formal and informal recognition. In organization workforce responds to praise, encouragement and support, no matter the environment is personal or professional (Silbert, 2005). Supervisor discusses employee’s progress, often outside the formal evaluation process. They help employees to find the right position in the organization, not simply the next rung on the ladder (Freyermuth, 2007). Silbert (2005) demonstrated that individuals who are well skilled and have good positions may find similar work elsewhere but the effective way to retain is to promote support and develop close working relationship. According to Freyermuth (2007), Organization must groom supervisors to well build the place where employees want to stay. Providing each level of performance and opportunities can enhance their capabilities to work (Otis and Pelletier, 2005).

2.11 Effects of Employee Turnover

Employee turnover is expensive from the view of the organization. Voluntary quits which represents an exodus of human capital investment from organizations Fair (1992) and the subsequent replacement process entails manifold costs to the organizations. These replacement costs include for example, search of the external labor market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit John (2000). Addition to these replacement costs, output would be affected to some extend or output would be maintained at the cost of overtime payment. The reason so much attention has been paid to the issue of turnover is because turnover has some significant effects on organizations. Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992). Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Hogan, 1992; Wasmuth and Davis, 1993); Turnover has many hidden or invisible costs Philips (1990) and these invisible costs are result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant. And all these affect the profitability of the organization. On the other hand turnover affects on customer service and satisfaction (Kemal et al., 2002). Catherine (2002) argue that turnover include other costs, such as lost productivity, lost sales, and management's time, This clearly that turnover affects the profitability of the organization and if it's not managed properly it would have the negative effect on the profit. But the costs do not stop there. Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organization. but also competitors are potentially gaining these assets (Meaghan et al., 2002). Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel costs and in the long run it would affect its liquidity position. However, voluntary turnover incurs significant cost, both in terms of direct costs (replacement, recruitment and selection, temporary staff, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining staff, costs of learning, product/service quality organizational memory) and the loss of social capital (Dess et al.,2001)

2.12 Demographic factors affecting Employee Turnover

Empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographic characteristics of workers. Personal factors are demographic characteristics of instructors that have been found to have a stable relationship with turnover and turnover intention. In the past research, the effects of, age, sex, tenure, education level, position title and income level on turnover of employees are studied.

2.12.1 Age Factor

From the study this concept comes out that workers age also contribute towards the decision to stay or leave the job. It is crystal clear; age has positive relation with organizational commitment (OC) and job satisfaction. A mature person has more confidence and patience on the work place than a younger one. According to Wright and Hamilton (1978), with increase in age a person has greater level of prestige and confidence. Just like the same age has direct relation with OC, if a worker is getting older then he supposes to be more committed with the organization. According to Weiner (1982, p. 419), “the positive relation between age and organizational commitment shows the personal growth or development of an employee as an identification with an organization”. In relation with voluntary employee turnover, age factor in employee’s community has negatively linked. Older employee has more probability to stay longer than a younger employee. Aged workers are more likely to have financial and familiar compulsions that dictate to continue employment (Huczynski & Fitzpatrick, 1989). Young workers are free from these responsibilities so they are always ready to take risk.

2.12.2 Length of Service (Tenure)

Employment tenure is time period that a person spent on the job in an organization. It has negative relation with voluntary employee turnover. When an employee getting older in a company and promoted on senior designation then he/she has less willingness to quit or leave the job. According to Becker’s (1960) long period of employment increases organizational commitment (OC) that reflects maximum investment had made in the company. Employees who had great relationship with colleagues and emotional attachment with company, they have too much to lose while leaving the organization. This type of cases is very rare in textile industry of Pakistan. It is theorized that workers who spent longer time, normally they get a supervisory

position where they feel comfort or satisfaction so that turnover rate automatically remain in acceptable level. The highest rate of labor turnover tends to be among those who have recently joined an organization. Longer-serving employees are more likely to stay, mainly because they become used to work and the business and have an established relationship with those around them. Youngblood, Mobley, and Meglino (1983), also argue that higher turnover among newer employees reflects the incongruities between expectations of work roles and the organization before joining and experiences of work roles and the organization after joining. These incongruities subsequently produce lower job satisfaction, make outside jobs and organizations appear more attractive, and thereby encourage the employee to leave. In their early review of tenure studies, Porter and Steers (1973: 165), also found that increased tenure “appeared to strengthen the propensity for employees to remain.” The Mobley, Griffeth, Hand and Meglino (1979: 493) review of significant research after the earlier Porter and Steers (1973) review confirmed that tenure is consistently and negatively related to turnover. Similarly, (Cotton and Tuttle’s,1986) later meta-analysis of turnover studies produced strong evidence of a negative relationship between tenure and turnover. More recent studies (see for example, Lucas, Parasuraman, Davis and Enis, 1987; Kirschenbaum and Weisberg, 1990) have generally supported this earlier research.

2.12.3 Educational Level

Individuals with more education have more option in the job market and need develop high identification with a particular job. So, individuals’ with more education are less satisfied with their job. In Sim’s finding, non-graduated teachers were found to manifest greater job satisfaction. While, according to Kremer et al., education did not have any statistically significant effect on job satisfaction. It appears that education may negative or positive effects on job satisfaction. The view suggests that education may increase job satisfaction by increasing both the intrinsic and extrinsic rewards of work. A second view suggests that education may reduce job satisfaction by raising work expectations that may not be fully realized in the work place.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents a description of the research design and methodology used in this study. The sampling technique, the sample size, the type of data collection as well as the methods of data analysis use in conducting the study are presented in detailed manner. The study was conducted at the Metals and Engineering Corporation (METEC)) specifically at corporate human resource management and development. And three industries For the purpose of this study, a descriptive survey method were employed to investigate the major factors that affect employee turnover trend and intention perceived by civilian personnel in METEC. The population for the study comprised of 2200 civilian professionals work in the office under consideration.

3.1 Research Design

The research design enables the researcher to answer the basic research questions. According to Saunders, et al (2009) showed that the choice of the research design depend on the objectives of the study, the available data sources, the cost of obtaining the data and the availability of time. This research is a descriptive type. Its purpose is examining the problem of turnover trend and intention to show the situation and to have a clear picture on phenomena by using quantitative and qualitative data. Therefore, the researcher used descriptive survey method because it fits to the purpose of the study, allows the collection of a large amount of data by using questionnaires in an economical way, and it is comparatively easy to explain and understand (Saunders et al, (2009). In addition, it facilitates the collection of a considerable amount of data quickly, efficiently and accurately (Oso and Onen, 2005). Thus, the data collected through the distribution of questionnaire were analyzed using quantitative method and the data collected through the administration of interview were analyzed qualitatively. Accordingly, the findings, conclusion

3.2 Population and Sampling Technique

The primary function of sampling strategy is to identify the target population of the study which enables to determine the sample size. A proper sampling design and size helps the researcher to draw conclusions that are generalized to the population of interest. The study was made based on

the sample selected from the set of population through proportional, stratified sampling and simple random sampling. Hence, the respondents were stratified in to 16 stratum then the research was select four (4) samples used purposive sampling method which is metals and engineering corporation (head office) Ethiopia Power Engineering Industry (EPIE) and metal fabrication industry, Hibret manufacturing and machine building industry. Based on systematic random sampling is selected to get reliable result and make the sample representative of the target population. For this study since the current population of contact center employees at (METEC) are 2200 the sample will be calculated as follows.

$$n = \frac{N}{1 + N(e)^2} \quad n = \frac{2200}{1 + 2200(0.05)^2} = 220$$

Where n=sample size, N= total population and (e)² is the sample error. In the research sampling error selected 0.05 that is mostly expressed in the percentage point 5% sampling error and 95% confidence interval.

Table 3.1 Population and Sample Size

No.	Sector	Population and Sample Size	
		N	Sample size
1	Metals and engineering corporation (head office)	235	23
2	Ethiopia Power Engineering Industry (EPEI)	760	76
3	Metal Fabrication Industry	379	38
4	Hibret Manufacturing and Machine building Industry	826	83
total		2,200	220

3.3 Type of Data and Instruments of Data Collection

3.3.1 Types of Data

3.3.1.1 Primary Sources

In order to answer the basic research questions and to realize the intended objectives, the researcher gathered primary data from human resource department, operation management office, finance department, procurement department from all experts through questionnaire. Furthermore, a face-to-face interview was selected from METEC managers. The interview method of data collection provides an opportunity of getting reliable data from the respondent. It also provides a chance to the interviewer and interviewees in order to have better interaction, clarification of issues and getting details on the questions and answers.

3.3.1.2 Secondary Sources

The study employed secondary data from the METEC and three industries quarterly and yearly reports, rules and regulations, office manuals and METEC strategies. Besides, published were reviewed to make the research reliable and dependable.

3.3.2 Data Collection Instruments

The data was collected from corporate human resource management and development. Three industries a total of 220 civilian professionals were randomly given the questionnaire as they were volunteered to participate in the survey. The response rate to about 93% which is quite acceptable. The main ethical issues involved in this study was respondents right to self-determination, anonymity and confidentiality. For this reason, respondents were given full information on the nature of the study through a letter which was distributed with the questionnaire. The questionnaire data were kept confidentially and respondents were assured of

the right to withdraw at any time. The name of the respondents was not recorded and so all the data were rendered anonymous. Furthermore, face-to-face interviews were made with the higher body of the corporation. The interview method of data collection provided an opportunity of getting reliable data from the respondents. It also provided a chance to the interviewer and interviewees in order to be better interaction, clarification of issues and getting details on the questions and answered. The studies used employee secondary data from the METEC and three industries yearly reports, rules and regulations, office manuals and METEC strategies, in addition to that Books, journals, published and/or unpublished research papers, were reviewed to make the research reliable and dependable.

This study employed a self-administered questionnaire comprising three structured scales with previous tests of validity and reliability, and several independent items to collect demographic data and data on career motivations and aspirations, and space was left at the end of the questionnaire for subjects' extra thoughts. This self-administered questionnaire comprised 4 sections. The first part comprised 5 questions to elicit personal and demographic information of respondents and at the end there was open question which is self administer by respondents. The other three parts were structured scales, as follows:

Section 1: Job Satisfaction Scale (Warr et al., 1979) to measure job satisfaction using 38 items which are rated on a 5-point Likert type scale ranging from: 1= "strongly disagree, i.e. very much disagreed with the case described", 2 = "disagree, i.e. not agreed with the case described 3 = Neutral, i.e. neither agreed nor disagreed", 4agree, i.e. feeling alright with the case described", 5 strongly agree. Aspects of job satisfaction were addressed with six sub scales: satisfaction with management policies and practices (6 items), satisfaction with supervision (6 items), satisfaction with pay (5 items), satisfaction with the job itself (5 items), satisfaction with working conditions

(4 items) and satisfaction with career development (7 items). The possible score range lies between 20 and 100; the higher score, the greater the satisfaction. Section 2 is about Organizational Commitment Scale (Mowday et al., 1979) to measure organizational commitment using (4 items) which are rated on a 5-point Likert type scale ranging “strongly disagree (1), disagree, neutral, agree, strongly agree (5)”. Aspects of organizational commitment addressed are: effort, loyalty, acceptance, and work value, intend to stay, work image, perceived respect and criticism from others. The possible score range lies between 5 and 25; the higher the score, the greater the commitment.

Section 3: employee perception on turnover intention, This section was designed to measure employee turnover intention using 3 items adapted from the scale developed by Mobley et al. (1979); which are rated on a 5-point Likert scale ranging “strongly disagree (1), disagree, neutral, agree, and strongly agree (5)”. Aspects to address turnover intention are: looking for new job, intention to leave the corporation. The possible score range lies from 5 to 25, the higher the score the greater intention to leave. In addition, secondary data were collected from human resource management and development main department. were used to gather data related to the topic.

3.4 Data Analysis

The study employed manual and computerized data processing techniques, The data processing activities such as editing, coding, classification and tabulation of the collected data were used. This helps to clean up and detected errors, omissions in responses and the questions were answers accurately and uniformly. Finally, the raw data were being ready for further data analysis.

Data analysis is the application of reasoning to understand the data that have been gathered from respondents. The choice of appropriate analytical technique of data analysis is mainly determined by the characteristics of the research design and the nature of the data gathered (Saunders et al. (2009). In line with this, the data collected from primary sources through questionnaire were tallied, systematically organized, tabulated and summarized in items based on tables, graphs or charts. The study used Excel in analyzing the collected data. Descriptive statistics such as percentage, mean and standard deviation were the tools used to summarize and analyze the data gathered from the respondents. It is used to quantify attitudes, opinions, behaviors, and other defined variables – and generalize results from a larger sample population. On the other hand, the data collected through the administration of interview were analyzed qualitatively to gain an understanding of underlying reasons and purposes.

3.4.1 Reliability and Validity of the Instrument

3.4.1.1 Reliability of the Instrument

The descriptive statistics and the reliability coefficients of the studied variables are presented in Table 3.1. The reliability of the studied variables are above the acceptable standard (at least 0.60) prescribed by Nunnally (1978).

Reliability testing of the scales used in this study was confined to homogeneity testing which involved calculating a Cronbach's alpha coefficient (α) which is widely used method for evaluating internal consistency of the scales. Over all Cronbach's alpha coefficient (α)s for the five scales ranged from 0.60 to 1, which indicates high internal consistency.

Table 3.2 Reliability Analysis and Descriptive Statistics of the variable

Scales	Number of Item	alpha(α)
Intention to leave	6	0.803
Satisfaction with management polices &practices	6	0.759
Satisfaction with supervision	6	0.780
Satisfaction with pay	5	0.788
Satisfaction with the job itself	5	0.884
Satisfaction with working(nature) condition	4	0.785
Satisfaction with career development	7	0.757
Organizational Commitment	5	0.771
Over all job satisfaction	44	0.789
Note: n= 205		
SD= Standard deviation alpha = (α)		0.791

Source survey questionnaire, 2016

3.4.1.2 Validity of the Instrument

In order to make sure that the instrument was measuring all aspects of the research questions, a team of high level experts was used to validate the contents of the instrument. The feedbacks of the experts and adviser in all level of the study were incorporated carefully with appropriate adjustments.

CHAPTER FOUR

Data Analyses and interpretation

This chapter presents the findings of the study. It includes the result of respondent's characteristics, deals with the presentation of data, and its analysis. To collect the data and Extract findings, questionnaire was prepared and distributed to Metals and Engineering Corporation (Head Office) departments and different three industries which is Ethiopia Power Engineering Industry (EPIE), metal fabrication industry and Hibret manufacturing and machine building industry at different departments. The details presented below.

4.1 Demographic Characteristics of the Sample Respondents

Table 4.1 Demographic Characteristics respondents

Variable	Response	N	%	Total
Sex	F	80	39	80
	M	125	61	125
	Total	205	100	205
Age	20-30Yrs	144	70.2	144
	31-40yrs	38	18.5	38
	41-50yrs	19	9.3	19
	51&above	4	2	4
	Total	205	100	205
Educational Level	Diploma	53	25.9	53
	BA/BSC degree	147	71.7	147
	Masters "	5	2.4	5
	PHD "			
	Total	205	100	205
Length Of service	1-3yrs	105	51.2	105
	4-6yrs	63	30.7	63
	7-9yrs	6	2.9	6
	10and above	29	14.1	29
	Total	205	100	205
Job level	Top level management	2	1	2
	Middle "	56	27.3	56
	Lower "	89	43.4	89
	Others	58	28.3	58

Source survey questionnaire, 2016

The data have been collected from metal and engineering corporation (METEC), man power corporate human resource management and development 205 out of 220 targeted respondents answered the questionnaire, which is a response rate of 93%. The 205 respondents consisted of 39% females and 61% males (see Table 4.1). As far as their age is concerned, about 70% of the respondents had fallen under 20-30yrs and 19% had from 31-40yrs age and about 10% of the participants had from 41-50yrs position and finally about 2% had from 51 and above position. The majority of the respondents 72% had earned their BA/BSc degree and Diploma Position had 26% and 2% of the respondents held masters' degree. (see Table 4.1). Regarding the experience of the respondents 51.7%, had served for about 1-3 years and 30.7% had served about 4-6 years. About 2.9% had served about 7-9 years and 14.3% had served 10 and above years (see Table 4.1). Concerning the occupational status of the respondents 43.4% had held lower level manager 27.3% had held middle level manager and about 28.3% of the participants had held others (working in expertise position), and 1% had worked in the top level management position (see Table 4.1.).

In general this indicates that The majority of the workers are younger between 20-30 years (70.2%)and 31-40years (18.5%), 41-50 years (9.3%) 51 and above 4(2%) this shows that most of the organizations employees were younger; and have been working with the organization between 1-6years (n=168) the majority of the employees having BA/BSc degree (71.7%) and 25.9% of Diploma and also sex group 61% males and 39% females, which means males were dominant.

4.2 Analysis of Data pertaining to the study

4.2. Turnover Intention

Table 4.2. the perception of employees in turnover intention currently is place by the organization.

No.	Item	Agreement Level					Sum	MN	SD
		Strongly agree	agree	Neither agree nor disagree	Strongly disagree	disagree			
1	Do you have any plan to leave the current organization	42	86	43	24	10	205	3.61	1.09
	%	20.5	42	21	11.7	4.8	100		
2	I would look for other job opportunities if I find, I will leave since no career advancement in this job.	42	85	30	34	14	205	3.52	1.17
	%	20.5	41.5	14.6	16.6	6.8	100		
3	The future hope of getting better benefit made me to stay at METEC	57	71	40	23	14	205	3.65	1.19
	%	27.8	34.6	19.5	12.2	6.8	100		
4	Whenever I get a job in another organization or elsewhere defiantly I leave this organization.	53	56	42	33	21	205	3.27	1.32
	%	25.9	27.3	20.5	16.1	10.2	100		
5	I do not have any intention to resign from this organization with in short time.	33	29	84	36	23	205	3.06	1.19
	%	16.1	14.1	41	17.6	11.2	100		
6	I don't want to leave METEC	48	46	70	21	20	205	2.60	1.23
	%	23.4	22.4	34.1	10.2	9.8	100		
Total Turnover Intention								18.62	7.20
								3.10	1.20

Source survey questionnaire, 2016

As show in Table 4.2 item 1, 20.5% (42) and 42% (86) of the respondents revealed that they strongly agree and agree with the statement have a plan to leave the current organization, respectively. This indicates that majority of the employees prefer to leave the organization. Obviously, this will seriously hamper the profitability of the organization and increase its recruitment and replacement cost.

Furthermore, as can be seen from the same table item 2, 62% (127) of the respondents said that

they extremely look for other job opportunities if they find, since there is no career advancement opportunity in the organization. Thus, lock of career opportunity of the driving action of turnover intention in the organization.

However, as can be seen from the same table item 3, 62.4% (128) of the respondents said that they future hope of getting better benefit made me to stay at the organization. This indicates the corporation is May to solve the problem of career opportunities, these employees are stay in the organization.

On the other hand, as can be seen from the same table item 4, 53.2% (109) of the respondents revealed that they strongly agree and agree with the statement whenever I get a job in another organization or elsewhere defiantly said that they leave this organization.

Furthermore, as can be seen from the same table item 6, 45.8% (94) of the respondents revealed that they strongly agree and agree with the statement I don't want to leave METEC. And also 34.1% (70) neither agree nor disagree which means neutral. This indicates Respondents shows that there were high intention to leave among members

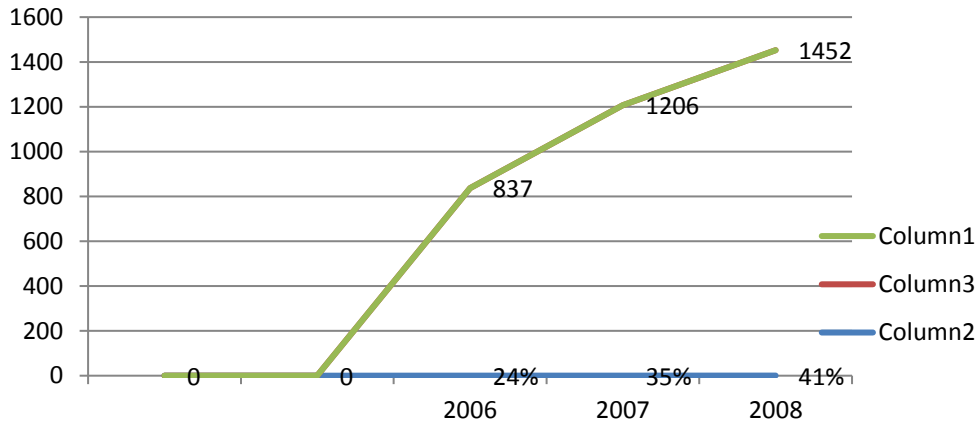
According to the above descriptive analysis, the result reveals that the magnitude of employee turnover in (METEC) is very high. The overall turnover intention score revealed that, there were high intentions to leave among members,

Table 4.3 respondents believed that current organization about future career life

Item	N	%
They do not believed at all	125	61
They believed somewhat strongly	51	24.5
They believed strongly	29	14.5
Total	205	100

As show in Table 4.3 and the figure, furthermore, the respondents “they do believed that current organization is entire future career life? About 61 %(n=125) they do not believe at all? While about 24.5 %(n=51) they believe somewhat strongly and also about 14.5 %(n=29) they believe strongly. This is found to be supported by Manu et al. (2004) argues that employees quit from organization due economic reasons. Using economic model they showed that people quit from organization due to economic reasons and these can be used to predict the labor turnover in the market. Good local labor market conditions improve organizational stability (Schervish, 1983). Large organizations can provide employees with better chances for advancement and higher wages and hence ensure organizational attachment (Idson and Feaster, 1990)

Trend of Employee Turnover (2006-2008)



Source from HR department, 2016

The above charts indicate that the employee turnover trend is very high which are these employees left or terminated were going up from year to year such as 24%, 35%, and 41% respectively.

4.4 Benefit and salary Package (Pay)

Table 4.4 the perception of employees in the benefit and salary package currently is place by the organization.

No.	Item	Agreement Level					Sum	MN	SD
		Strongly agree	agree	Neither agree nor disagree	Strongly disagree	disagree			
1	The salary scale and other benefits motivated me to stay in METEC	18	19	36	61	71	205	2.28	1.27
	%	8.8	9.3	17.6	29.8	34.6	100		
2	I have not equal chance of making as much money as other workers in other organization doing similar jobs with similar qualification	43	49	36	50	27	205	3.15	1.35
	%	21	23.9	17.6	24.4	13.2	100		
3	I am not satisfied with my pay compared to within organization and outside of other organization.	85	43	39	31	7	205	3.82	1.22
	%	41.5	21	19	15.1	3.4	100		
4	Pay is increases depend on my performance.	18	37	38	67	45	205	3.59	1.25
	%	8.8	18	18.5	32.7	22	100		
							12.84	5.09	
Total							3.21	1.27	

Source survey questionnaire, 2016

As show in Table 4.4 item 1 above, 34.6 % (71) and 29.8% (61) of the respondents revealed that they strongly disagree and disagree with the statement the salary scale and other benefits motivated them to stay in METEC. This indicates that majority of the employees are not satisfied with salary package and other motivated.

Furthermore, as can be seen from the same table item 2, 44.9% (92) of the respondents said that they have not equal chance of making as much money as other workers in other organization doing similar jobs with similar qualification. This indicates the professional employees are not satisfied with equal chance of making money with similar job or qualification. On the other hand as can be seen from the same table item 3, 62.5% (128) of the respondents said that they arenot satisfied with pay compared to within organization and outside of other organization. This indicates that the most significant factors which contribute to turnover intention are dissatisfaction with salary. And also the table item 4, 22% (45) and 32.7% (67) of the respondents revealed that they strongly disagree and disagree with the statement pay is increases depend on my performance.

In general the employees in the organization are not satisfied with salary package and other motivated. If they get better opportunities outside of the sector from these it is possible to conclude that these are factors which aggregated the employee's turnover in the sectors of concerned corporation.

4.5 Satisfaction with Management Policies and Practices

Table 4.5 Respondents views on the satisfaction with management policies and practices in the organization

No.	Item	Agreement Level					Sum	MN	SD
		Strongly agree	agree	Neither agree nor disagree	Strongly disagree	disagree			
1	Human resource polices in civil personnel department are clearly defined.	17	67	73	37	11	205	3.20	1.01
	%	8.3	32.7	35.6	18	5.4	100		
2	The management of the departments makes efforts to identify and utilize the potential of the employees.	16	62	59	48	20	205	3.03	1.11
	%	7.8	30.2	28.8	23.4	9.8	100		
3	Managers in the departments are appropriately concerned with accomplishing the goals and objectives of the corporation.	43	50	74	31	7	205	3.44	1.08
	%	21	24.4	36.1	15.1	3.4	100		
4	Managements of the departments is concerned about the employees	32	39	56	59	19	205	3.03	1.22
	%	15.6	19	27.3	28.8	9.3	100		
5	The civil personnel department maintained consistent policies and practices	30	50	49	48	28	205	3.03	1.27
	%	14.6	24.4	23.9	23.4	13.7	100		
6	Top management believes that human resources are extremely important assets and that they have to be treated more humanly.	23	53	63	39	27	205	3.03	1.20
	%	11.2	25.9	30.7	19	13.2	100		
Total							18.76	6.89	
							3.13	1.15	

Source survey questionnaire, 2016

As show in Table 4.5 item 1 above, 8.3% (17) and 32.7% (67) of the respondents revealed that they strongly agree and agree with the statement Human resource polices in civil personnel department are clearly defined. This indicates the professional employees satisfied with human

resource policies are clearly defined.

Furthermore, as can be seen from the same table item 2, 38 % (78) of the respondents said that the management of the departments makes efforts to identify and utilize the potential of the employees.

On the other hand, from the same table item 3, 45.4% (93) of the respondents said that the Managers in the departments are appropriately concerned with accomplishing the goals and objectives of the corporation.

However, from the same table item 4, 38.1% (78) of the respondents said that the Managements of the departments are not concerned about the employees. This indicates some members of the organization are not satisfied with the management.

On the other hand, from the same table item 5, 39% (80) of the respondents said that the civil personnel department maintained consistent policies and practices. This indicates some of the employees are agreed with about maintained consistent policies and practices. And also from the same table item 6, 37.1% (76) of respondents said that Top management believed that human resources are extremely important assets and that they have to be treated more humanly.

In general this indicates that employee's moderate satisfaction with management policies and practices. Some of variables (dimensions) were dissatisfied or least satisfaction.

4.6 Career Developments

Table 4.6 Respondents views on the Career Developments opportunities in the organization.

No.	Item	Agreement Level					Sum	MN	SD
		Strongly agree	agree	Neither agree nor disagree	Strongly disagree	disagree			
1	There is clearly established career path at civil personnel department	12	14	90	45	44	205	2.98	.972
	%	5.9	6.8	43.9	22	21.5	100		
2	There is high opportunity for growing and updating oneself.	17	53	18	50	67	205	3.56	1.28
	%	8.3	25.9	8.8	24.4	32.7	100		
3	The civil personnel department makes an effort to help employees improve themselves.	19	45	66	50	25	205	2.92	1.15
	%	9.3	22	32.2	24.4	12.2	100		
4	There are opportunities for further education.	27	38	33	58	49	205	2.84	1.27
	%	13.2	18.5	16.1	28.3	23.9	100		
5	There is no Promotion is based on job efficiency.	69	46	49	20	21	205	3.88	1.13
	%	33.7	22.4	23.9	9.8	10.2	100		
6	The chance of Promotion is fair.	25	22	71	48	39	205	2.99	1.16
	%	12.2	10.7	34.6	23.4	19	100		
7	The civil personnel department gives orientation to the new staff.	33	69	58	28	17	205	3.36	1.15
	%	16.1	33.7	28.3	13.7	8.3	100		
Total								22.53	8.11
								3.22	1.16

Source survey questionnaire, 2016

As show in Table 4.6 item 1 above, 21.5% (44) and 22% (45) of the respondents revealed that they strongly disagree and disagree with the statement there is clearly established career path at civil personnel department. This indicates the professional employees are not satisfied with established career path at METEC.

Furthermore, as can be seen from the same table item 2, 57.1% (117) of the respondents said that

there is no high opportunity for growing and updating oneself. This indicates that majority of the employees look for other job opportunities or prefers to leave the organization.

On the other hand, as can be seen from the same table item 4, 23.9% (49) and 28.3 % (58) of the respondents revealed that they strongly disagree and disagree with the statement there are opportunities for further education. This indicates the majority of the employees are not satisfied with the opportunities for further education. And also can be seen from the same table item 5, 56.1% (115) of the respondents said that There is no Promotion is based on job efficiency.

Furthermore, as can be seen from the same table item 6, 42.4% (87) of the respondents said that the chance of Promotion is not fair.

In general this indicates that employees are not satisfied with career advancement, promotion based on the efficiency and also the chance of promotion is not fair. That's way the majority of the employees prefer to leave the organization

4.7 Organizational Commitment

Table 4.6 Respondents views on the organizational commitment

No.	Item	Agreement Level					Sum	MN	SD
		Strongly agree	agree	Neither agree nor disagree	Strongly disagree	disagree			
1	I am proud off telling others I am the member of the corporation	63	46	44	38	14	205	3.33	1.20
	%	30.7	22.4	21.5	18.5	6.8	100		
2	The bonds between the corporation and the employees are strong	73	43	23	43	23	205	3.00	1.15
	%	35.6	21	11.2	21	11.2	100		
3	I have much interest to do strongly for the achievement of the corporation.	54	70	48	24	9	205	3.60	1.10
	%	26.3	34.1	23.4	11.7	4.4	100		
4	I am not proud of to work for the corporation	22	30	39	72	42	205	3.91	.836
	%	10.7	14.6	19	35.1	20.5	100		
5	Do you believe that your current organization (job) is your entire future career life?	53	90	54	7	1	205	2.60	1.26
		25.9	43.9	26.3	3.4	.05	100		
Total								16.44	5.55
								3.29	1.11

Source survey questionnaire, 2016

As show in Table 4.7 item 1 above, 30.7 % (63) and 22.4% (46) of the respondents revealed that they strongly agree and agree with the statement of I am proud off telling others I am the member of the corporation. This indicates these employees are acting as member of the corporation. Furthermore, as can be seen from the same table item 2, 56.6% (116) of the respondents said that the bonds between the corporation and the employees are strong. On the other hand the same table item 3, 26.3% (54) and 34.1 % (70) strongly agree and agree respectively, with the statement of they have much interest to do strongly for the achievement of the corporation. Moreover, the same table item 4, 20.5% (42) and 35.1% (72) strongly disagree and disagree respectively, with the statement of I am not proud of to work for the corporation. These indicate organizational Commitment was majority high among members. This shows that employees who responded were highly committed to the corporation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS & RECOMMENDATIONS

5.1 Introduction

The chapter contains a brief narration of the objective, research methods, and findings of the study. Finally from these findings conclusions and useful recommendation were drawn.

5.2 Summary

This study focuses to see the magnitude and to address the determinants or major factors affecting employee turnover amongst employees of Metals and Engineering Corporation (METEC) civilian professional employees. The central objective of this study was to address the research questions about To determine the magnitude of turnover trend in the organization, assess the employee turnover intention in the corporation, To identify the main factors contributing to employee turnover trend in (METEC), To examine the level of seriousness of civilian personnel turnover trend in (METEC) and To suggest possible solutions to avert the problem of employee turnover trend in Metals and Engineering Corporation. A literature survey was made to form the theoretical premises for the study. The data was collected from METEC (Head Office) and three industries which are Ethiopia Power Engineering Industry (EPIE), Metal Fabrication Industry and Hibret Manufacturing and Machine Building Industry in different departments. A proper sampling design and size helps the researcher to draw conclusions that are generalized to the population of interest. A total of 338 civilian professionals were randomly given the questionnaire as they were volunteered to participate in the survey. These employee who responded (n=205, 61%) and All data were entered into and analyzed with the statistical package for the social science (SPSS) for windows version 20. Based on the data gathered and analyzed, the following brief summaries and conclusion are made. After analyzing the data, the researcher found out that:-

1. The majority of the workers are younger between 20-30 years (70.2%)and 31-40years (18.5%), 41-50 years (9.3%) 51 and above 4(2%) this shows that most of the organizations employees were younger; and have been working with the organization between 1-6years

(n=168) the majority of the employees having BA/BSc degree (71.7%) and 25.9% of Diploma and also sex group 61% males and 39% females, which means males were dominant.

2. The result reveals that the magnitude of employee turnover in (METEC) is very high. The overall turnover intention score revealed that, there were high intentions to leave among members,

3. The employees in the organization are not satisfied with salary package and other motivated. If they get better opportunities outside of the sector from these it is possible to conclude that these are factors which aggregated the employee's turnover in the sectors of concerned corporation.

4. The management of policies and practices in the corporation indicates that employee's moderate satisfaction with management policies and practices. Some of variables (dimensions) were dissatisfied or least satisfaction.

5. The professional employees are not satisfied with career advancement, promotion based on the efficiency and also the chance of promotion is not fair. Based on the data gathered and analyzed clearly indicated that dissatisfaction with lack of promotion opportunities, career advancement in METEC are the major reasons for employee's turnover intention. That's way the majority of the employees prefer to leave the organization

6. Organizational commitment was higher among members of the corporation. These indicate organizational Commitment was majority high among members. According to the data shows that employees who responded were highly committed to the corporation.

7. The independent variables were management policies and practices, supervision, the job itself (nature of work), pay, working condition and career development, the dependent variable was over all job satisfaction. These independent variables were found significantly and positively related with overall job satisfaction.

5.3 Conclusion

Employee voluntary Turnover means when an employee leaves the company with his own intension. It might be due to better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor etc. Moreover, the experience of job and job related factors, lack of commitment in the organization and job dissatisfaction make employees to quit. High level of voluntary turnover seems to be negative for the organizational growth. Thus better understanding turnover trend and how to control them will likely remain a primary concern into the future. From the result of the study it was concluded that, from the job satisfaction variables working condition and supervision were very satisfied aspects followed by moderate satisfaction with management policies and practices, the job itself (nature of the work) and organizational commitment. The findings imply that employees of (METEC) civilian professional employees were very satisfied with working condition and supervision. On the other hand, most of variables (dimensions) were dissatisfied or least satisfaction. These variables were; pay, career development and overall job satisfaction. Moreover, the study reveals that there was high intention to leave.

5.4 Limitation of the study

To conduct this study it has its own limitation that financial, time, place and other factors. Beside, this thesis was limited only to the internal factors such it did not cover the external factors which have an influence in the employee turnover, Such as economic condition, labor market etc. Therefore the result of the study depends only on the internal factors which affect the employee to stay or leave their job. It must be noted that the research only has covered the corporation head quarter and three industries selected basically around Addis Ababa. The reason for such to undertake the problems facing the researcher related to shortage of time, finance and lack of research experience.

5.5 RECOMMENDATIONS

Based on the result of the study, the following recommendations are fore warded in order to improve The (METEC) civilian professional employees' job satisfaction and to minimize the employee turnover.

1. Pay is the most common cause of the employee turnover rate being so high. Unequal pay or low wages would also cause dissatisfaction and make some employees to quit. Every employee want to be treated in the same way to have a wage and job evaluation system and it is good practice for the organization to comply with equal pay for equal work requirements to avoid this kind of problem. Moreover, In order to resolve this problem, the organization should make it a point to offer salaries that would be competitive enough to retain and attract well-qualified and talented personnel.
2. Career development also shows less satisfaction for many employees, Organizations should ensure employees have the opportunity for on-going training and development. The provision of training and development sends a message to employees that the the money they make. Identify career paths and provide developmental opportunities for employees early in their jobs with the organization. Promote on-going, two-way communication between employees and their immediate managers regarding career progress. Therefore, organization should consider leaving their present employer for another job with the same benefits if that job provided better career development and greater challenges. The organization need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance. organization cares about them and supports them. Learning new skills is as important as
3. The study recommends on management policies and practices focus on strategies of how management can utilize achievement, recognition and work conditions as a tool to keep employees motivated and satisfied in their jobs. It also recommends ways by which management can eliminate low motivation and job dissatisfaction amongst employees by improving management skills, knowledge and competencies of managers especially on policy and administrative matters.

4. The organization should ensure that they have effective channels of communication. One of the keys to the successful development of mutually beneficial psychological contracts is open communication. Clear and honest discussion of mutual obligations will facilitate the understanding of expectations, organizational culture, employee development, compensation and benefits.
5. Moreover, to build stronger bonds between the top management and employees, set specific responsibilities for Human Resources, supervisors, and executives on what their specific role is in employee retention. Train managers so they understand what leads to higher retention and greater job satisfaction. Hold managers responsible for retention in their departments, set turnover goals for each manager, and track accordingly. Promote managers whose behavior is consistent with the organization's values and philosophies. People want to be paid well, but also would like to be treated with respect and appreciation. Find creative ways to make people feel good about their job. We have helped organizations set up something called; Peer recognition allows people to reward each other for doing a good job. It works because employees are in the best position to catch people doing the right things.

Therefore, if the above strategies are taken into account the business would be able to survive in a dynamic environment by treating their employees as one of their assets which needs a lot of attention. Employees are the backbone of any business success and therefore, they need to be motivated and maintained in organization at all cost to aid the organization to be globally competitive in terms of providing quality products and services to the society. And in the long-run the returns on investments on the employees would be achieved. Management should encourage job redesign-task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selection must be done scientifically with the objective of retaining employees. Managers should examine the sources of employee turnover and recommend the best approach to fill the gap of the source, so that they can be in a position to retain

employees in their organization to enhance their competitiveness in the this world of globalization. Managers must understand that employees in their organizations must be treated as the most liquid assets of the organization which would make the organization to withstand the waves of globalization. This asset needs to be monitored with due care, otherwise their organizations would cease to exist. Employees should be given challenging.

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ST.Mary's University
School of Management study's, MBA Program

Dear respondents,

The purpose of this questionnaire is to collect data on determinants or major factors leading to employees' turnover trend and intention in the metals and engineering corporation (METEC) (the case of civilian personnel). It is purely for academic research purpose, i.e. for the partial fulfillment of **MBA** degree, specialization in GMBA. This questionnaire gives you the chance for expressing your feelings about your job.

Thank you in advance for your cooperation!

General instruction:

- You are not required to write your name.
- The questionnaire in general has statements about your job and some demographic questions. Read each statement carefully.
- Decide how satisfied you feel about the aspect of your job described by the statement.
- Be frank and honest in giving a true picture of your feelings about your job

Please put check marks (✓) in the box that describes you more.

Part I: Personal information:

1. Sex

Female

Male

2. Age

20 – 30 yrs

31 – 40 yrs

41 – 50 yrs

51 and above

3. Educational Level

Diploma

BA/BSc Degree

Masters Degree

PhD

4. Length of Service (total)

- 1 -3 Years
- 4 - 6 Years
- 7 – 9
- 10 and above

5. Job Level

- Top level manager
- Middle level manager
- Lower level manager
- Others

Part II: Question related to job satisfaction and commitment.

Keeping the statement in mind:

- If you feel your job gives you more than you expected put check marks (✓) in **number five** which is weighed as **strongly agree**.
- If you feel your job gives you what you expected put check marks (✓) in **number four** which is weighed as **agree**.
- If you feel you cannot make up your mind whether or not the job gives you what you expected put check marks (✓) in **number three** which is weighed as **neither agree nor disagree**.
- If you feel that your job gives you less than you expected put check marks (✓) in **number two** which is weighed as **disagree**.
- If you feel that your job gives you much less than what you expected put check marks (✓) in **number one** which is weighed as **strongly disagree**.
- Do this for all statements.

No	Intention to leave or stay	1	2	3	4	5
6	Do you have any plan to leave the current organization					
7	I would look for other job opportunities if I find, I will leave since no career advancement in this job.					
8	The future hope of getting better benefit made me to stay at METEC					

9	Whenever I get a job in another organization or elsewhere defiantly I leave this organization.					
10	I do not have any intention to resign from this organization with in short time.					
11	I don't want to leave METEC					
No	Satisfaction with management policies and practices.	1	2	3	4	5
12	The civil personnel department maintained consistent policies and practices					
13	The management of the departments makes efforts to identify and utilize the potential of the employees.					
14	Managers in the departments are appropriately concerned with accomplishing the goals and objectives of the corporation.					
15	Managements of the departments is concerned about the employees					
16	Human resource polices in civil personnel department are clearly defined.					
17	Top management believes that human resources are extremely important assets and that they have to be treated more humanly.					
No	Satisfaction with supervision	1	2	3	4	5
18	My supervisor is quite competent in doing his/her job.					
19	I don't believe that my supervisor cares deeply for me and other employees					
20	My supervisor is a responsible person.					
21	My supervisor understands the nature of my work.					
22	The fairness of evaluation I get of my performance by my supervisor appreciable					
23	My supervisor is always there to provide assistance.					
No	Benefit and salary package (pay)	1	2	3	4	5
24	The salary scale and other benefits motivated me to stay in METEC					
25	I have equal chance of making as much money as possible as other employees in my organization doing similar jobs with similar qualification					
26	I have not equal chance of making as much money as other workers in other organization doing similar jobs with similar qualification					
27	I am not satisfied with my pay compared to within organization and outside of other organization.					

28	Pay is increases depend on my performance.					
No	The job itself (nature of the work)	1	2	3	4	5
29	I am generally satisfied with the kind of work I do.					
30	My present job is respected by others.					
31	My job makes good use of my skills and abilities.					
32	My present job is challenging.					
33	My present job give me a sense of achievement					
No	Working/physical/conditions.	1	2	3	4	5
34	There is a positive working environment that supports productive work.					
35	I am comfortable for arrangements for office, equipment, and other facilities.					
36	I am not satisfied with working environment in my current job, so I would look for outside opportunities.					
37	I am satisfied that I can perform my job without serious risk.					
No	Career development	1	2	3	4	5
38	There is clearly established career path at civil personnel department.					
39	There is high opportunity for growing and updating oneself.					
40	The civil personnel department makes an effort to help employees improve themselves.					
41	There are opportunities for further education.					
42	There is no Promotion is based on job efficiency.					
43	The chance of Promotion is fair.					
44	The civil personnel department gives orientation to the new staff.					
No	Organizational commitment	1	2	3	4	5
45	I am proud off telling others I am the member of the corporation.					
46	The bonds between the corporation and the employees are strong					
47	I have much interest to do strongly for the achievement of the corporation.					
48	I am not proud of to work for the corporation					

49. How do you rate the level of civilian employee turnover in METEC?

Very high ____ High ____ Medium/normal ____ Low ____ Very low ____

50. Do you believe that your current organization (job) is the organization (job) of your entire future career life?

Yes, I believe strongly ____

Yes, I believe somewhat strongly ____

No, I don't believe at all ____

51. In your opinion what could be the possible reasons for employees' turnover in the case of civil personnel? (Mention at least five reasons/factors)

52. What recommendations do you suggest to solve the turnover problem of METEC?

53. If you have any suggestion and comment on employee turnover, please write below in the space provided.
