



ST, MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

ASSESSMENT OF EMPLOYEE TURNOVER INTENTION AT
SATCON CONSTRUCTION PLC

BY
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JAN, 2018
ADDIS ABABA, ETHIOPIA

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CONSTRUCTION PLC**

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**A THESIS SUBMITTED TO ST. MARYS UNIVERSITY, SCHOOL OF
BUSINESS IN PARTIAL FULLFILLMENT OF THE REQUIRMENT
FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINSTRATION**

JAN, 2018

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Acknowledgements

First and for most, I would like to thank the Almighty God for being my savor and my guidance. My sincere gratitude goes to my advisor Asst. Professor Shoa Jemal for his excellent counseling; thank you sir for making this research challenging as well as interesting. My acknowledgment goes to my husband, Ato Eskendir Teshome for his support throughout my study and for being with me in every step of my life. I also want to thank my family for their support. Last but not list I would like to thank the staff of Satcon Construction Plc for their cooperation and collaboration for providing required information for the research.

Thank You!!!

Acronyms

OWWDSE	Oromia Water Work Design and Supervision Enterprise
HRM	Human Resource Management

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Abstract

The purpose of this study was to assess employee's turnover intention at Satcon construction plc. In doing so the study uses both primary and secondary data sources and for the purpose of collecting data, it uses different instruments which are questionnaires for the current employees and standard interview for the human resource management staffs. Qualitative and quantitative approaches are used. Convenience sampling techniques were used to select the sample size from the population. In order to analyze the collected data descriptive statistics like percentage was used. The finding of the study reveals that, highly dissatisfaction of the employees with the benefit they received, dissatisfaction with the assistance that the employees receive from the management, lack of fair treatment by the management to all employees, dissatisfaction with the promotion given and benefit received, dissatisfaction with the motivational policy of the organization and lack of recognizing/rewarding hard working employees are the main reason of the high employee turnover intention. Similarly it was concluded that lack of career advancement, employees benefit package and bad employees manager relationship were the reason for turnover intention. Motivating the employees using different strategies, paying the employees in accordance to the risk they take and showing high concern by the HRM and management of the organization to the problem of turnover intention are some of the recommendations given in order to solve the problem.

Key words: *Employees turnover, employee turnover intention, job satisfaction and employee benefit.*

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

Organizations around the world are striving to be the best in attracting and retaining its employees. Various strategies have been practiced and implemented to attract and retain employees in the organization in order to reduce the turnover rate. According to Agarwala (2007), the employees are considered as human resources, and therefore they should be managed so as to provide the expected outcomes.

Turnover intention is defined as the intention of workers to leave their job. Intention to turnover may affect organization in achieving its objectives, which in turn lead to a reduction in the overall level of innovation, quality of customer service and a negative psychological effect on the employees that remain in the organization (Ayinde and Adegrooye, 2012). Turnover intention seems to be reasonable prediction for actual turnover (Cho and Lewis, 2012)

Employee turnover is a vital issues and challenges for human resources management strategies and organization performance (Davidson, *et al.*, 2010). The turnover rate in construction services particularly in Satcon Construction Plc has great impact on productivity, quality and profitability due to the loss of knowledge and technical skills. The turnover rate of any organization will impact the organization's operation cost in investing trainings that required for new employee and eventually will impact the end profit of the organization. Researcher has identified five costs which are expensive to any organization to replace the employee; these are pre-departure costs such as severance costs, recruitment costs, selection, orientation and training costs and productivity loss costs (Tracey and Hinkin, 2008). According to Armstrong (2006), there are a number of reasons which promote the employees' to leave the organization, those reasons are associated with the job dissatisfaction of the employees, these are dissatisfaction reason by unfair pay system, unrewarding job and lacking skill variety, lack of performance standards and feedback; dissatisfaction reason by lack career prospect, unfair supervision, and bad relationships with supervisors and co-workers.

Achieving objectives of organizations tends to be difficult without effective human resources. As Melaku, (2010) stated human resources are considered as the crucial element of a given institution because they can shape the production of the organization in a significant manner. In general, organization's productivity and effectiveness can be influenced by the management of human resources.

Different researcher developed different models to enlighten and advance the understanding of employee turnover to explain and predict employee's movement within or out of the organization. Employees which have the biggest impact on the growth and development processes in helping the organization achieve expected goal have the critical problem of turnover. Therefore, this study is intended to assess the employee's turnover intention at Satcon Construction Plc head office.

1.2. Statement of the Problem

The most important and single resource in any organization is people. The development of human resource in organization is supposed to be a necessary condition for organizational sustainability and dynamic development than other resources. Otherwise, the organization couldn't compete and achieve its goals in this dynamic business competition and complex modern period. In practice, however, high turnover of professional personnel was found to be one of the critical problems (MoE, 2002). With high turnover problem, it is impossible to expect the sector to produce knowledgeable, trained and skilled human resource. Employees which have the biggest impact on the growth and development processes in helping the organization achieve expected goal have the critical problem of turnover. This problem of turnover is observed in the area where the study has been carried out.

In today's competitive world, it is considered to be an important task to manage employee turnover for any organization. Managing turnover successfully is an essential to achieve the organizational overhead goals.

Satcon Construction Plc is one of the private companies that have a significant contribution to the Socio-economic development of the country through creating employment opportunity and fulfilling responsibilities of tax collections and payments. Currently the company has about 1192 employees in its Head Office. However, in terms of actual turnover, as observing from the internal report of Human Resource Division of the company as of September

30/2016, 366 employees have left the company for various reasons (first quarter report of HRMD of Satcon, 2016). Therefore, the outflow of those highly skilled and well-experienced workers is adversely affecting the company. The study tries to relate the problem of this employee turnover by assessing the practice of Satcon Construction Plc to dig out a true picture of the problem.

1.3. Research Question

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

- What is the level of employee intention to leave Satcon Construction Plc?
- What is the perception towards employees benefit package on turnover intention?
- What is the perception towards employee-management relationship on turnover intention?
- What is the perception towards career development on employee turnover intention?

1.4. Objective of the Study

1.4.1. General Objective of the Study

The general objective of the study is to assess employee turnover intention at Satcon construction plc head office.

1.4.2. Specific Objective of the Study

- To identify the level of employees' turnover intention to leave in Satcon Construction Plc.
- To determine the perception towards employees benefit package on turnover intention.
- To assess the perception towards employee-management relationship on turnover intention.
- To examine the perception towards career development on employee turnover intention.

1.5. Significant of the Study

The significance of this study is to assess employee turnover intention and to give recommendation for the main problem. In this regard the recommendations of this study are useful to the company leader, human resource training development officers, department head and administrators of Satcon Construction Plc and also to understand the reason of employee turnover on the performance of the company and reduce the rate of turnover.

The findings of this research also help as a source of reference and the steppingstone for those researchers who want to make further study on the area of employee turnover. Finally it was giving the researcher the opportunity to gain deep knowledge, on the effects, cost and case of employee turnover intention.

1.6.Scope of the Study

The scope of the study is limited only to a private company called Satcon Construction Plc and specifically to the head office. Although Satcon have 31 projects in Ethiopia, to make the study manageable it is limited to the head office which is found in Besrate Gebrele. The study was limited by several environmental factors such as resource and time constraint that were required to complete the paper on time.

1.7.Limitations of the Study

It would have been more convenient if the study had been made in all project of Satcon Construction Plc office but due to time and financial constraints the research is limited to the head office.

1.8.Organization of the Study

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

1.9. Definition of Key Terms

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

Turnover: The termination of an individual's employment with a given company.

Employee turnover: is the difference in the rate of employees leaving a company and new employees filling up their positions.

Turnover intention: is a measurement of whether a business' or organizations employees plan to leave their positions or whether that organization plans to remove employees from positions.

Involuntary Turnover: Loss of employee through termination such as being fired or being laid off.

Voluntary Turnover: The loss of employee due to their own will such as resignation or retirement. Gerhart, B. (1990).

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

Dysfunctional turnover: is the exit of high performing employees that are hard to replace and which erode the company's work force and leads to high turnover cost.

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

External turnover: arises when an employee separates the organization to join another.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

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

2.1. Theoretical literature

2.1.1. Definition of Employee Turnover and Turnover Intention

Employee turnover is a ratio of comparison of the number of employees a company must replace in a given time period to the average number of total employees. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business." (Beam, 2009)

Turnover intention as an individual's own expected chance that they are quitting the organization permanently at some spot in the near future and look forward to find the other one.(Purani&Sahadev, 2007; Weisbeg, 1994, Vandenberg and Nelson 1999, p. 1315). According to price (2001), it is not just intending to quit the location, but the work role, the job, and also the organization.

2.1.3 Types of Employee Turnover

2.1.2.1. Voluntary Turnover: Gomez-Mejia, Balkin & Cardy described that voluntary separations is the situation when an employee decides to end the relationship with the employer for personal or professional reasons. In most of the case, the decision to leave is associated with being unsatisfied with the features of current job and having attractive alternative from other organization.

2.1.2.2. Involuntary Turnover: involuntary turnover is the turnover initiated by the organization often among people who would prefer to stay. An involuntary separation occurs when a manager decides to terminate its relationship with an employee due to economic necessity or a poor fit between the employee and the organization. Involuntary separations are the result of very serious and painful decision that can have a profound impact on the entire organization, especially on the employee those who loses his or her job (Gomez-Mejia, Balkin, & Cardy, 1998).

2.1.2.3. Functional Turnover: is the exit of poor performing employees whose talents can be replaced easily. When turnover is functional, the resulting difference in workforce value is positive and high enough to offset the costs of transacting the turnover (Wayne F Cascio and John W Boudreau 2008)

2.1.2.4. Dysfunctional Turnover: is the exit of high performing employees that are hard to replace and which erode the company's work force and leads to high turnover cost. In such cases the resulting difference in workforce value is negative or the positive change in workforce value doesn't offset the costs. Often this is interpreted to mean that high performers who are difficult to replace represent dysfunctional turnovers, and low performers who are easy to replace represent functional turnovers (Wayne F Cascio and John W Boudreau 2008).

2.1.2.5. Internal Turnover: occurs when an employee is transferred/promoted to another position within the organization. This type of turnover usually satisfies the interest of both parties-Employer and Employee. The replacement could be from internal or from external sources.

2.1.2.6. External Turnover: arises when an employee separates the organization to join another. This may happen due to voluntary or involuntary reasons.

2.1.2 Causes of Employee Turnover

Many employees in different industries leave their job because of multiple internal and external factors. Different writers state that employees quit because of their supervisors, lack of trust, communication, lack of familiarity, unfair treatment of employee, low wage, hard

working environment, and others. Because of this, organizations miss their customers and client face poor operating system or low productivity (Flex, 2012).

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

1) The job was not as expected. All too often the job changes from the original description and what was promised during the interviewing stages. It becomes painfully clear to the new hire that their new company played the bait and switch game which ultimately leads to mistrust. The new hire is now thinking, "What else are they lying about?"

2) Work/Life imbalance. There are times when management demands that one person do the jobs of two or more people. This is especially true when a company downsizes or restructures resulting in longer hours and possible weekend work. Employees are often forced to choose between a personal life and a career.

3) Mismatch between job and new hire. No matter how much you love the candidate, don't hire them unless they are truly qualified for the job and they mesh with your company culture. Too many times, hiring managers are seen while trying to fit a square peg into a round hole especially when it comes to a sales position.

4) Management freezes raises and promotions. Money isn't usually the first reason why people leave an organization but it does rank especially when an employee can find a job earning 20-25% more somewhere else. Make sure your wages are competitive and your benefits package is attractive.

5) Feeling undervalued. It's human nature to want to be recognized and praised for a job well done. And in business, recognizing employees is not simply a nice thing to do but an effective way to communicate your appreciation for their efforts and successes while also reinforcing those actions and behaviors that make a difference in your organization.

6) Lack of decision-making power. Too many managers micromanage down to the finest detail. Empower your employees and allow them the freedom make suggestions and

decisions. Empowerment is a ‘catch-all’ term for many ideas on employee authority and responsibility; but as a broad definition it means giving employees latitude to do their jobs and placing trust in them.

7) Too little coaching & feedback. Many managers have no clue on how to help employees improve their performance. In addition, many managers put off giving feedback to employees even though they instinctively know that giving and getting honest feedback is essential for growth and in building successful teams and organizations. A manager should help his employee find the right behavior, not just tell them what to do.

8) Management lacks people skills. Remember that many managers were promoted because they did their first job well, but that doesn’t mean they know how to lead others. People skills can be learned and developed but it really helps if a manager has the natural ability to get along with people and motivate them.

9) Too few growth opportunities. One of the most common reasons employees express for leaving their jobs is lack of challenge and potential for career growth. The most successful employers find ways to help employees develop new skills and responsibilities in their current positions.

10) Loss of faith and confidence in corporate leaders. With employees being asked to do more and more, they see less evidence that they will share in the fruits of their successes. More often than not, when revenues and profits are up, employers are still thinking competitive wages but employees are thinking bonuses, stock options and creative development opportunities.

2.1.3 Cost of Employee Turnover

Various researches confirmed that the total cost for replacing an employee is estimated to be 50 percent to 150 percent of annual salary of the position, with higher percentage for managerial staff. Both direct and indirect cost occurs with employee turnover.

Direct costs are actual money spent each time by the employer. An employer has to attract, select, and induct a replacement for an employee who leaves the organization. Indirect costs are those expenditures attributable to turnovers effects on production that is costs for incomplete or disrupted work and loss of quality.

Yared (2007), on his research conducted at the IRC stated that the organization has been incurring a huge amount of money in a year because of staff turnover. Accordingly, the institute has incurred costs for vacancy posting, medical checkup expense, telephone call for checking references, travel cost, costs related with orientation new recruited employees, relocation expenses and others which estimated to birr 202,200. He also underlined other non-financial values that the organization has lost including, time spend by managers to review the employment process, loss of organizational memory, time and money spent for training of newly employed personnel until he/her gains the desired level of skills are other major factors that the institute have lost.

1. Loss in Productivity

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

2. Low Level of Commitment

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

3. High Training and Recruitment Costs

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

4. Loss of Experienced and Skilled Personnel

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

5. Loss of Confidence

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

2.1.4 Retentions of Employees

Retaining professional and well experienced workers within the organization should be a major task of managers to alleviate the problem arising in recruiting and training which is costly and it consumes money and time to fill the gap of professional workers within the organization. To retain employees, the organizations must review their career plans and reorganize those plans according to the market so that intelligent and talented employees could serve more and would beneficial in the long run (Nadeem et al, 2001). Besides, today employees are the most valuable assets in any company (Ongori, 2007); hence, it is better for organizations to continue working with their current employees than to encourage labor turnover by hiring new employees.

Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time. Every organization invests time and money to groom a new joinee, make him a corporate ready material and bring him at par with the existing employees. The organization is completely at loss when the employees leave their

job once they are fully trained. Employee retention takes into account the various measures taken so that an individual stays in an organization for the maximum period of time.

The development of human resource in organization is supposed to be a necessary condition for organizational sustainability and dynamic development than other resources. If not, the organization couldn't achieve its goals and compete in this dynamic business competition and complex modern era. Hence, it is very important to take sensible measures that improve employee's needs.

2.1.4.1 Effort to Retain Employees

To be effectively retaining workers, employers must know what factors motivate their employees to stay in the organization and what factors cause them to leave. So, reducing employee turnover is a primary goal for almost every HR professional (Catherine, 2002). By reducing employee turnover, organizations save money on recruitment and training, as well as encouraging a stable and experienced workforce. Since retention of employees is one of the most important on going practices of human resource management, efforts to increase employee retention start with improving the recruitment and training process, but continue on to providing challenging, interesting work, a cooperative work environment and comparable compensation programs (Irshad, 2009). Additional factors that contribute to reducing employee turnover include opportunities for professional growth, additional training, and organizational stability. Therefore, it is always important to keep professional employees in any organization in order to improve the kind of service that is provided to the relevant customers (Nadeem et al. 2011)

2.1.4.2 Measuring Turnover

Turnover has a significant impact on an organization and these needs to be measured;

The separation rate is calculated as below;

$$= \frac{\text{Number of leavers}}{\text{Average No. Employed}} * 100$$

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

$$\frac{\text{No. of Employees with one year's services (or more) on particular date}}{\text{No. Employed one year ago to the date}} * 100$$

2.2. Empirical Review

Studying about the causes and effects of employees turnover (OWWDSE) Aman Racho(2015)found that factors that are affecting employees' stability are both from external and internal. Favorable government policy, which encourages professionals to organize themselves and working their own business, better salary at external market, are external factors that are contributing for high turnover, while lack of good treatment for workers, problem on arrangement of logistic on workers, lack of recognition and encouragement they are getting for their better performances or and poor communication internal factors. Most of the respondents are male with 77.7 percent of the total and the dominant age group is fall in category of 30-40 years with 44.08 percent of the total followed by 40-50 years with 30.81 percent. Although, the business of the Enterprise is relied on human resource, the employees' turnover is high. However, after the implementation of BPR in 2006 EFY the rate of turnover declined. This might be because of benefits packages and salary improvements implemented with BPR and might have positive effect in reducing employee's turnover. Most of the respondents fall in monthly income category of more than 8,300 birr with 30.33 percent of the total.

Study made by Yohannes Melaku(2014) shows Pay level, salary and benefits packages are the most and highly influential factors for employee turnover. 76.7% of existing employee concluded that they are highly dissatisfied with the current pay level in Ethiopian Evangelical Church Mekane Yesus. About majority former employee who left the Mekane Yesus Seminary indicated that salary was one of the reasons for their resignation. Therefore, the analysis indicated employees are discouraged because of low pay system as 81.4% agreed salary scale and benefits did not motivate them stay in the organization.

A Study conducted by Asiamah Samuel (2011) shows 70.8% of the respondents said they were not satisfied with their current motivation packages. Respondents strongly agreed that good manager-employee relationship can cause core employees to be retained. About 81.2% of the respondents were not satisfied with the mode of selection for training and development and has led to feeling of inequity, de-motivation and labor turnover.

Another study made by Anthony and Irene shows that 80.8% of the respondents said they were not satisfied with their incentives. They also expressed a generally low agreement with management's assertion that they had shown interest in motivating them.

One can conclude from the findings of these researchers the main causes of employee turnover in the organizations are dissatisfaction with benefits packages, and improper selection for training and development.

2.3. Conceptual Framework

After reviewing many research papers, it is found that salary and benefit packages, training and development, relationship of employee with the management, and work environment are the notable key reasons of employee turnover intention. These few reasons are the bases for adopted conceptual model and over all these reasons are the major areas of emphasis for this study, the researcher planned to conduct.

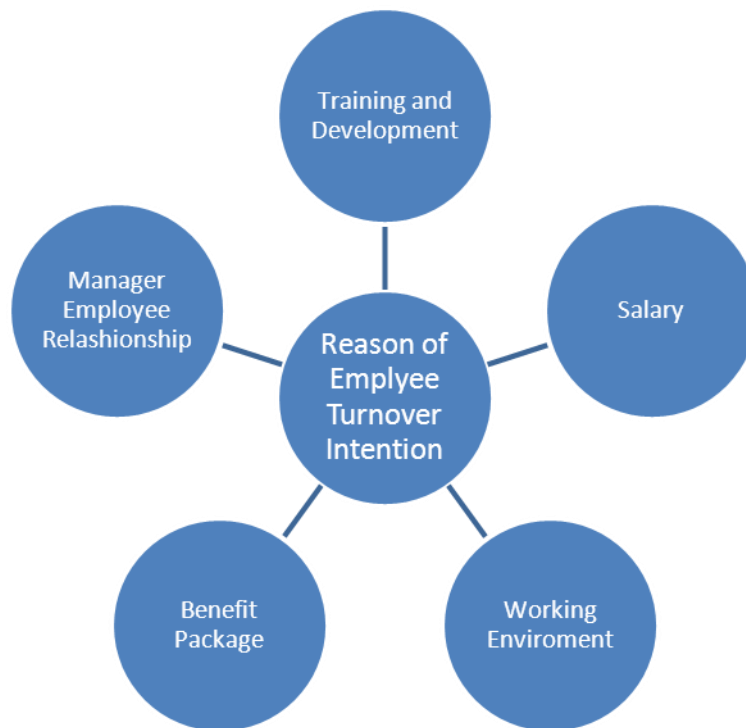


Fig. 1.2 Researcher's own Conceptual Framework.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

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

3.1. Research Design and Approach

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

Therefore, mixed research approaches were employed for this study to generate rich data from multiple sources, which are both of quantitative and qualitative type. The researcher is interested to present both employees view and managements attitudes towards retaining employees of the Enterprise. In addition, it also helps to generate rich data from multiple sources in the context of studying the enterprise. Therefore, the study followed descriptive type of research and survey research strategy. Primary data from survey questions has quantitative characteristics. Qualitative data was gathered through key informant interview.

3.2. Source of Data

The researcher used both primary and secondary data sources. With regard to primary data, the data collected through questionnaire filled by the employee and interview conducted with management and other concerned body. In addition, personal discussion, and interview is made with these people. Necessary documents were also reviewed to acquire required secondary data. Official reports, books, articles, study documents and employees feedback are important sources of secondary data review.

3.3. Data Collection Instruments

Data gathering instruments are questionnaires to employees of Satcon Construction Plc and interview to department of Human Resource Directorate. In questionnaires the Closed and scaled items were carefully applied to get and generate all necessary information. Data was systematically categorized in order for the respondents to easily understand the inquiry and express their filling. In an interview the interviewer on the spot has to meet people from whom data have to be collected. Interview helps to generate in depth information and gives greater flexibility for questions, and is suitable for intensive investigation.

3.4. Sample Size and Sampling Techniques

For the process of conducting this study the total population size of the company is the head office employees of the organization that amount to 1192. Categories of the respondents are employee, managers and company owners. The technique applied to select the samples is non-probability sampling (convenience samples). Samples were selected from elements of a population that were easily accessible.

Table 3.1. Sample Size Determination

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

Source, J Carvalho, 2005.

Based on the data taken from the HR department, number of employees working in Satcon Construction Plc is 1192. The total number of employee ranges between 501 up to 1200 so the researcher took 125 of the highest sample size.

Based on the above distribution, the researcher prepared 125 questioners with the assumption of 10% contingency for the properly unfilled questionnaires. 125 employees were selected by using convenience samples to participate in self-administered questionnaires for understanding the situation about employee turnover intention. From the distributed 125 questionnaires, I filtered 114 questionnaires that fully and clearly responded.

3.5. Pilot Testing

Most research studies, either qualitative or quantitative, strive to attain validity and reliability. ‘Validity concerns the soundness, legitimacy and relevance of a research theory and its investigation. Whereas reliability refers to the consistency of finding, Reliability has to do with the extent to which measures obtained by using a particular instrument are repeatable. There are a number of coefficients of reliability that can provide the researcher with a check on the quality of an instrument.

The reliability of the questioner was tasted by the developer of the model and in the pilot study of this research, for accuracy analysis and interpretation. Researcher takes the sample tasting from questioner method from employees of Satcon Construction Plc.

Reliability Statistics

Cronbach’s Alpha	N of Items
0.99	31

Sources: own survey 2017

3.6. Data Analysis Method

Data's obtained through interview, and questionnaires were computed with the use of computer and software programs (SPSS), edited and coded. Then data was grouped into tables and figures to analysis, summarized and recommend.

Information obtained from questionnaire, interview and documents was analyzed. Data were collected through interviews was recorded and analyzed and data's' obtained through questionnaires was coded and analyzed using statistical package for the social science software (SPSS). The researcher used descriptive statics such as frequency counts and percentage are interpreted according to the findings and finally triangulated data's obtained both in questionnaire and interview analysis.

3.7. Ethical Considerations

Confidentiality and privacy are some of the most corner stone of field research activities in order to get relevant and appropriate data. Respondents are perfectly with in their right to refuse to answer the questions without offering any explanation, and they have the right to decide to whom and under what conditions the information can be made available.

CHAPTER FOUR

DATA ANALYSIS, AND INTERPRETATION

This chapter deals with data presentation, analysis and interpretations of the analyzed data. It includes two major analysis techniques. The first section presents demographic features of respondents which are the subject of the study and the second section of the chapter discusses the results and implications of the findings.

4.1. Demographic Characteristics of Respondents

The demographic characteristic which is part of the questionnaire includes personal features like age, gender, marital status, educational qualification, and working experience. The details are as follows;

Table 4-1 Demographic Characteristic of the Respondents

No	Item	Measurement	Frequency	Percentage
1	Age	Below 25	9	7.9
		25-30	52	45.6
		31-35	31	27.2
		36-40	15	13.2
		Above 40	7	6.1
		Total	114	100
2	Gender	Male	64	56.1
		Female	50	43.9
		Total	114	100
3	Marital Status	Married	70	61.4
		Single	44	38.6
		Total	114	100

4	Educational Qualification	12+2	31	27.2
		BSC/BA	48	42.1
		MSC/MA	35	30.7
		PHD	0	0
		Total	114	100
5	Working Experience	Less than 1 year	15	13.2
		1 to 2 years	21	18.4
		2 to 5 years	36	31.6
		5 to 10 years	28	24.6
		More than 10 years	14	12.3
		Total	114	100

Source: Questionnaires, 2018

Table 4-1 shows the summary of respondents' demographic factors. Accordingly, Item-1 of the table indicates out of 114 respondents, 7.9% belongs to age group of below 25. The greatest number, 45.6% of the respondents are in their 25 to 30 age group, followed by respondents aged 31-35 to 36 to 40 and above 40; 27.2%, 13.2% and 6.1% respectively. So, the majority of current employees are young, mature and active enough professionals.

Item -2 of the table specifies gender distribution of the respondents, 56.1% of the respondents are male and the remainder 43.9% are female. Based on the information, we can infer that the majority of employees currently working At Satcon organizations are male.

Item -3 of the table points toward the marital status of the respondents. Accordingly, 61.4% of the respondents currently working in the organizations are married whereas 38.6% are single. Thus, based on the respondents response obtained, it can easily be generalized that employees of the organizations are mostly married. Having married employees may be advantageous for the organizational goal achievement since married employees are generally more likely to stay in their current jobs than single employees.

Item -4 of the table is concerning the educational qualification of the respondents. Consequently, the largest numbers of the respondents 42.1% are BSC/BA holders followed by MSC/MA holders of 30.7% where as 27.2% are diploma holders. There are no respondents who are PhD qualified. Depending on the respondents' response, one can conclude that the majority of employees in the organizations are well educated.

Item -5 of the table is regarding the working experience or service years of the respondents in the organizations. It indicates that 31.6% of respondents have been working in the organizations for 2 to 5 years, 24.6% for 5 to 10 years, 18.4% have been working 1 to 2 Years, and 13.2% less than 1 year, and 12.3% for more than 10 years. Therefore, the majority of the respondents have been working for 2 to 5 years in the organizations. So, this is significant for the soundness of the data that is provided by the respondents since those who have stayed more in the organization know more about it and one can safely assume they could provide precise information.

4.2. Data Analysis Pertaining to the Study

The previous section deal with the general background of the respondents and this section presents the analysis and interpretation part. The primary objective of the data gathered was to understand the assessment of employee turnover intention. All questionnaires or data collected pointed out what feeling do the existing employees have regarding employee turnover. The data obtained on employee turnover from the organizations interview conducted with human resource development directorate of Satcon and data collected through questionnaire from employee currently work at Satcon are analyzed, presented and interpreted by using percentage.

The questionnaires were designed according to Likert-scale type that respondents have to indicate whether they strongly agree, agree, agree somewhat, disagree, and strongly disagree for each statement. Regarding the interpretations used on likert scale; Measurement used on the basis of survey; Strongly agree=1, Agree=2, Neither agree nor disagree=3, Agree=4, Strongly agree=5 were assigned to enable the quantitative analysis of the results.

Table 4-2 Employee’s Opinion about Salary Package

Items	Statements	Description	Response category					Total
			SA	A	NAD	D	SD	
1	I am satisfied with my current salary	Frequency	12	25	7	47	23	114
		Percentage	10.5	22	6.1	41.2	20.2	100
2	My salary is compatible with the other sister company payments for the same task.	Frequency	6	28	11	42	27	114
		Percentage	5.3	24.6	9.7	36.8	23.7	100
3	Salary is paid on time.	Frequency	7	8	8	73	18	114
		Percentage	6.1	7	7	64	15.8	100
4	My salary is compatible with my performance.	Frequency	11	35	9	39	20	114
		Percentage	9.6	30.7	7.9	34.2	17.5	100
5	There is salary increment based on cost of living index.	Frequency	13	19	7	51	24	114
		Percentage	11.4	16.7	6.1	44.7	21.1	100

Source: Questionnaires, 2018

Table-4-2 shows the summary of to what extent respondents agree or disagree about their Salary System in their organizations. As shown in Item-1 of the table, 61% of the respondents reply that there is no satisfaction with the current salary. In contrast, 32.5% of the respondents satisfy with the current salary. Whereas 6% are neutral.

Item-2 of the table reveals 60.5% of the respondents reply that their salaries are not compatible with the other sister company payments for the same task. On the other hand, 29.6 % of the respondents agree with this idea while 9.7% are neutral.

Item -3 of the table indicates 79.8% of the respondents reply that their salary payment is not paid on time. But 13% of the respondents agree regarding the question while 7% is neutral.

Item -4 of the table, 40.3% of the respondents reply that their salary is compatible to the performance. On the contrary, 51.7% of the respondents reply that their salary is not compatible to the performance. Even though, 7.9% are neutral about the question.

Item -5 of the table indicates 28.1% of the respondents reply that their salary increment based on cost of living index. On the other hand, 65.7% accept their salary increment whereas 6% are neutral. This implies that the majority of the respondents are not happy with salary increment.

From the response one can conclude that employees are not satisfied with organizations' salary system.

Table4-3 Respondents Opinion on Employee's Relationship with Management

Items	Statements	Description	Response category					
			SA	A	NAD	D	SD	Total
1	I am happy with assistance given by immediate manager whenever I face problem.	Frequency	11	35	8	45	15	114
		Percentage	9.6	30.7	7	39.5	13.2	100
2	Innovation and participation in decision making is encouraged by the management.	Frequency	18	23	4	40	29	114
		Percentage	15.8	20.2	3.5	35.1	25.4	100
3	The relationship between managers and employees is good.	Frequency	15	35	9	38	17	114
		Percentage	13.2	30.7	7.9	33.3	14.9	100
4	Management treats me fairly and respectfully.	Frequency	12	29	4	63	6	114
		Percentage	10.5	25.4	3.5	55.3	5.3	100
5	Management keeps me well informed on work issues.	Frequency	14	32	5	50	13	114
		Percentage	12.3	28.1	4.4	43.9	11.4	100

Source: Questionnaires, 2018

Table 4-3 shows the summary of to what an extent respondent agrees or disagrees about employee's relationship with management. As shown in Item-1 of the table, 40.3% of the respondents reply that they feel satisfied with the assistance given by immediate manager whenever they face problem. However, 53% of the respondents are not satisfied in that order and 7% are neutral about the question.

As shown in Item -2 of the table, 60.5% of the respondents reply that innovation and participation in decision making is not encouraged by the management. In contrast, 36% of the respondents encouraged by the management whereas 3.5% were indifferent to response.

Item -3 of the table, 43.9% of the respondents reply that the relationship between managers and employees are good. However, 48.2% of the respondents are not agree with regard the question while 7.9% are neutral.

According to Item -4 of the table, 25.4% and 10.5% of the respondents reply that manager treats them fairly and respectfully. On the contrary, 60.6% disagree with is idea. Even though, 3.5% are neutral about the question. Grounded on the response, we can conclude that employees show greater dissatisfaction with management treatment.

Item -5 of the table indicates 40.4% of the respondents reply that management keeps them well informed on the work issue. On the other hand, 55.3% of the respondents disagree with this question whereas 4.4% are neutral.

This indicates the management is not willing to solve the employee's problem and also there is no encouragement by the management to innovate and participate employee in decision making.

Table 4-4 Respondents Opinion on Working Environment.

Items	Statements	Description	Response category					
			SA	A	NAD	D	SD	Total
1	The working environment is comfortable and allows ease to perform my job.	Frequency	23	38	7	31	15	114
		Percentage	20.2	33.3	6.1	27.2	13.2	100
2	The culture of the company is generally positive and supportive.	Frequency	23	30	10	32	19	114
		Percentage	20.2	26.3	8.8	28.1	16.7	100
3	I am provided with necessary resources to perform my job.	Frequency	19	44	9	23	19	114
		Percentage	16.7	38.6	7.9	20.2	16.7	100
4	The working materials which the job requires are fulfilled.	Frequency	13	50	6	25	20	114
		Percentage	11.4	43.9	5.3	21.9	17.5	100

Source: Questionnaires, 2018

Table 4-4 shows the summary of to what an extent respondent agrees or disagrees about working environment of the organization. Item -1 of the table indicates about the working environment is comfortable and allows one to perform well in their job. 53.5% of the respondents reply that they feel satisfied with the working environment. However, 40.4% disagree in that order and 7% are neutral about the question.

As shown in Item -2 of the table, 44.8% of the respondents reply that the culture of the company that is not positive and supportive. In contrast, 46.5% of the respondents agree with the culture of the company whereas 8.8% were indifferent to response.

According to Item -3 of the table, 55.3% of the respondents reply that they are provided with necessary resources to perform their job. However, 36.9% disagree with regard the question while 7.9% were neutral.

Item -4 of the table, 55.3% of the respondents reply that the working material which the job requires is fulfilled. On the contrary, 39.4% disagree with this idea. Even though, 5.3% neutral about the question.

From the response one can conclude that employees are satisfied with organizations' Working environment at Satcon.

Table 4-5 Respondents Opinion on Promotion Opportunity

Items	Statements	Description	Response category					
			SA	A	NAD	D	SD	Total
1	Qualification and experience are considered to promoting employee.	Frequency	9	18	15	24	48	114
		Percentage	7.9	15.8	13.2	21.1	42.1	100
2	Employees are fairly treated for promotion if they satisfy the criteria.	Frequency	8	15	12	35	44	114
		Percentage	7	13.2	10.5	30.7	38.6	100
3	Career development program is available in the organization.	Frequency	15	35	7	35	22	114
		Percentage	13.2	30.7	6.1	30.7	19.3	100
4	Systematic line of promotion channel is used.	Frequency	10	28	4	26	46	114
		Percentage	8.8	24.6	3.5	22.8	40.4	100
5	There is better chance for promotion and career advancement of my job.	Frequency	8	19	10	35	42	114
		Percentage	7	16.7	8.8	30.7	36.8	100

Source: Questionnaires, 2018

Table 4-5 shows the summary of to what an extent respondent agrees or disagrees about promotion opportunity. Item -1 of the table indicates whether qualification and experience are considered to promoting employee or not. 23.7% of the respondents reply that they feel satisfied with the promotion of employees considering qualification and experience. However, 63.2% of the respondents feel dissatisfied with the promotion of employees and 13.2% are neutral about the question.

As shown in Item -2 of the table, 69.3% of the respondents reply that there is no fair treatment for promotion if they satisfy the criteria. In contrast, 20.2% agree with this idea whereas 10.5% were indifferent to response.

Item -3 of the table shows 43.9% of the respondents reply that career development program availability in the organization. However, 50% disagree with regards to the question while 6.1% are neutral.

According to Item -4 of the table, 33.4% of the respondents reply that there is systematic line of promotion channel utilization by the organization. On the contrary, 63.2% disagree with this idea. Even though 3.5% are neutral about the question.

Item -5 of the table indicates 23.7% of the respondents reply that there is better chance for promotion and career development in the company. On the other hand, 67.5% of the respondents disagree with this idea whereas 8.8% are neutral. Grounded on the response, one can conclude that employees are not satisfied with promotion opportunity at Satcon.

Table 4-6 Respondents Opinion on the Opportunity for Capacity Building

Items	Statements	Description	Response category					
			SA	A	NAD	D	SD	Total
1	Training and Development program is relatively better to other similar company.	Frequency	11	16	8	42	37	114
		Percentage	9.6	14	7	36.8	32.5	100
2	Training that is given by the organization is related with the job.	Frequency	10	21	5	42	36	114
		Percentage	8.8	18.4	4.4	36.8	31.6	100
3	I have got enough training for present position.	Frequency	9	19	11	35	40	114
		Percentage	7.9	16.7	9.6	30.7	35.1	100
4	The training was helpful to improve my performance.	Frequency	8	18	40	27	21	114
		Percentage	7	15.8	35.1	23.7	18.4	100

Source: Questionnaires, 2018

Table-4-6 shows the summary of to what extent respondents agree or disagree about their opportunity for capacity building. As shown in Item-1 of the table, 69.3% of the respondents reply that training and development program is not better to other similar companies. In contrast, 23.6% agree with the question whereas 7% are neutral. So, an employee of this organization wants to leave their job due to this problem.

Item-2 of the table reveals 68.4% of the respondent's replay that training given by the organization is not related with the post that they are working on. On the other hand, 27.2% agree with the question while 4.4% are neutral. So, an employee of Satcon find another job to fulfill their training gap.

Item -3 of the table indicate 65.8% of the respondents reply that they haven't got enough training for present position. But 24.6% agree with regarding the question while 9.6% is

neutral. So, if employees of this company get another job that fulfills this question, they want to leave this organization.

Item -4of the table indicates 22.8% of the respondents reply that training was helpful to improve their performance. On the other hand, 42.1%disagree with the question and strongly disagree respectively whereas 35.1% are neutral.

This implies that the majority of the respondents are not happy with opportunity for capacity building. Hence, the data reveals that one of the reasons for respondents to leave the company was because of not obtaining enough training and development programs from the company to develop their skill.

Table 4-7 Respondents Opinion on Recognition for Performance.

Items	Statements	Description	Response category					
			SA	A	NAD	D	SD	Total
1	The organization gives enough recognition for well-done job.	Frequency	7	9	11	40	47	114
		Percentage	6.1	7.9	9.6	35.1	41.2	100
2	Recognizing individual team members equally for their effort.	Frequency	7	8	9	38	52	114
		Percentage	6.1	7	7.9	33.3	45.6	100
3	Satisfied with the recognition for the contribution I made in the organization.	Frequency	6	7	6	39	56	114
		Percentage	5.3	6.1	5.3	34.2	49.1	100
4	Giving recognition is fair to all employees.	Frequency	9	11	10	34	50	114
		Percentage	7.9	9.6	8.8	29.8	43.9	100

Source: Questionnaires, 2018

Table 4-7 shows the summary of to what an extent respondent agrees or disagrees about recognition for performance of employee. Item -1 of the table, 14% of the respondents reply that the organization gives enough recognition for well-done job while 76.3% disagree in that order and 9.6% neutral are about the question.

As shown in Item -2 of the table, 78.9% of the respondents reply that the recognition given to individual team members is not equal for their effort. In contrast, 13.1% agree with this idea whereas 7.9% were indifferent to response.

According to Item -3 of the table, 11.4% of the respondents reply that they feel Satisfied with the recognition for the contribution they made in the organization. However, 83.3% disagree with regard the question while 5.3% are neutral.

Item -4 of the table, 17.5% of the respondents reply that the given recognition is fair to all employees. On the contrary, 73.7% of the respondents disagree with the given recognition. Even though, 8.8% are neutral about the question.

From the response one can conclude that employees are not satisfied with organizations' give recognition for performance at Satcon.

Table 4-8 Respondents Opinion on Employees Benefit

Items	Statements	Description	Response category					Total
			SA	A	NAD	D	SD	
1	I am receiving enough benefit such as insurance, overtime payment, pension and etc.	Frequency	15	26	5	45	23	114
		Percentage	13.2	22.8	4.4	39.5	20.2	100
2	I am happy with assistance given by SATCON in terms of sick leave, leave for exam and etc.	Frequency	10	21	15	48	20	114
		Percentage	8.7	18.4	13.2	42.1	17.5	100
3	The incentives provided for employees are good as compared to the work they perform.	Frequency	12	25	7	35	35	114
		Percentage	10.5	21.9	6.1	30.7	30.7	100
4	There is bonus for extraordinary performance.	Frequency	19	35	12	31	17	114
		Percentage	16.7	30.7	10.5	27.2	14.9	100

Source: Questionnaires, 2018

Table 4-8 shows the summary of to what extent respondents agree or disagree about their employees benefit. As shown in Item -1 of the table, 36% of the respondents reply that they receive enough benefit such as insurance, overtime payment, pension and etc. On the contrary, 59.7% of the respondents disagree with the question. Even though, 4.4% are neutral about the question.

As Item -2 of the table indicates 27.1% of the respondents reply that sufficient assistance is given by Satcon in terms of sick leave, leave for exams and etc. On the other hand, 59.6% of the respondents disagree with the question whereas 13.2% are neutral.

As displayed in Item -3 of the table, 32.4% of the respondents reply that the incentives provided for employees are good as compared to the work they perform. But 61.4 % of the respondents disagree about the issue while 6.1% are neutral.

In Item -4 of the table 47.4 % of the respondents reply that they receive sufficient bonus for extra-ordinary performance. However, 42.1% the respondents disagree with the question whereas 10.5% are neutral about the issue. Grounded on the response, we can conclude that employees are not satisfied with their benefit package.

4.3. Interview Analysis

This section presents the interview made with the managements and what the managements have said about the high employee's turnover at Satcon.

Management awareness regarding Turnover Intention.

Both the top and medium level management of the company is aware about the employee turnover intention. The top level management includes the General Manager and Deputy General Managers while Medium level management includes various department and sectional managers. However the management considers the problem of elevated turnover intention to be a problem of the construction sector as a whole. In the company the management has noticed an increase in the number of employee departing from the company from time to time. Thus To minimize the frequencies of the turnover unreserved effects has been done from the top management and other line manager as per their levels.

Management's opinion on the Causes of Employee's Turnover.

The HRM of the organization believes that employee retirement, illness or disability, unfair treatment, poor management, better opportunity on the market, rise in number of unethical staff, lack of team work, the benefit package given, shortage of quality staffs where points mentioned by the interviewed representatives. Thus this information is needed in order to gain an understanding of causes of employee turnover and how to solve the problems that lead to employee turnover.

Management's view about Employee's Financial Compensation as Compared to the Market

The management believes that the benefit package offered to employee is generally well above than paid by competitors. The salary scale which was above all civil service organizations was set by special body after a prolonged research. Thus if the employee gain a proper financial compensation as compared to the market, they want to stay in the company.

Mechanism Used by the Management to Retain Experienced and Qualified Employees.

The management believes that to retain experienced and qualified employee a higher benefit package than the market competitors is offered. Furthermore the company strives to make good environment for their employees by creating open communication between employees and management, adjusting their working schedule, considering their work life balance, showing appreciations giving opportunities to make decision, recognitions and appraisal. This indicate that if the management provides clear job instruction and assigned the employee as per there qualification, they are not leave there organization.

Tasks Assigned to Employee Based on Their Qualification.

The management believes tasks are generally assigned to employee based on their qualification. However in accordance to the response obtained from the interview response of the management there are instances where unqualified employees are assigned to a task by mistake. Thus if the management is not willing to solve the employees problem and assigned the tasks of employee as per qualification, it will drives the employees to leave the organization.

Promotional Techniques Used by Management to upgrade the Employees

According to the response of the management promotion of employee is assured to those employees that perform well after recommendation by their immediate supervisions and concerned departments in the head office. However judging from the response of the employee for a similar inquiry that contradicts from the management it is the researcher's opinion that the management should further investigate the promotional techniques that are put in place. This implies as the researcher, the company is well organized regarding on promotional techniques. But, if there is no upgrade of employees based on their qualification, they will force to leave the organization.

Management Idea on Training and Development Program

There are training programs provided at various instances after identifying shortcoming of employees. For instance computer literacy training programs, software training programs and machinery handling and operating trainings are frequently arranged for those employees that require those specific skills. Thus shortcoming of employees wants to get training for their weakness, so if those employees don't get this important training, they will force to leave their organization.

Relationship between Management and Employees.

In connection to the relationship between top management and employee the management considers it to be smooth. However in accordance to the response obtained from the interview response of the management there are frequent disputes among middle level managers and employee and the top management intervenes to resolve such disputes as soon as they arise. Thus the management and employees relation is good then the employee want to stay in the organization.

CHAPTER FIVE

FINDINGS, CONCLUSION AND RECOMMENDATIONS

This chapter presents the summary, conclusion and possible recommendations based on the analysis and interpretation of the collected data of major findings.

5.1. Summary of major findings

Salary packages are the most and highly influential factors for employee turnover. More than 50% of existing employee concluded that they are highly dissatisfied with the current salary package of the organization. This means when the company payment compared to the other sister company is not attractive; the salary increment is not compatible with the cost of living index and etc.

Employee's management relationship was one of the reasons for employee to quit their job. More than 50% concluded it as a disadvantaged issue in the organization. The relationship between both parties was poor. Innovation and participation in decision making is not encouraged by the management.

Unfavorable working environment was one of the main reasons for employee to move from organization to organization. The analysis that was conducted revealed that majority of the respondents accepted as the working environment is comfortable for performing their jobs.

Organizational promotion opportunity was indicated as one of the bottleneck not to remains in the organization. More than half of employees indicated that an employee who works more and have higher performance was not promoted sufficiently and career development opportunities were not provided.

Opportunity for capacity building and recognition for performance was one of the reasons for employees to quit their job. More than 50% of respondents respond that training and development program is not relatively better to other similar company and also the company has not given enough recognition for well-done job.

Employees benefit is the most and high influential factors for employee turnover. The analysis that was conducted revealed that majority of the respondents is dissatisfied with their benefit package.

5.2. Conclusions

Study findings show that majority activities of the organization were affected due to staff turnover intention. High level of turnover intention of the employee was reason very costly problems since it will eventually lead them to leave. And that was surely result in huge cost on the company due to lose productivity, increased training time, increased employee selection time, and other indirect cost leading to loss of competitive advantage. But costs are not the only reason to turnover is not important. Lengthy training time, interrupted schedules, and not having knowledgeable employees in a place are some of the frustrations associated with excessive turnover.

Employees are not happy with benefit package they get in the organization and they believe that the benefit is not comparable with similar job in other organizations. To this reason the level of turnover intention to leave the organization is high. So, the organization has to gave due attention to benefit to its employees as this is a significant reason to potentially lose its employees. On the other hand employees are satisfied with working environment. Thus this should be continued with improvement made on benefit package.

Career development and professional growth is a reason for employee turnover intention to leave in this study. Employees of Satcon are not happy with prospect of promotion and career development as well as transparency on the procedure for promotion of the organization.

The relationship of employees with their manager seems in not good and it is the reason to turnover intention in this study. Most employees of the company believe that they are not involved in decision making concerning their work. This was affect ownership of the work in the company and engagement at work. So the company should allow employees participation in the work they do and also the company issues. On the other side intention rate of the employee to leave the company is more than 50%. Thus Satcon Construction Plc should maintain this encouraging type of relationship further as it is in good shape.

Intention of employees of Satcon Construction Plc to leave the company is significantly high. Intention ultimately leads to actual turnover so the company has to revise its strategy to control the turnover of employee as early as possible.

5.3. Recommendations

In the light of the above findings and conclusions the following discussion explores the recommendations considered important for the company to retain its experienced and qualified employees.

As the dissatisfaction with the benefit strategies of the organization is found to be the main reason of the high employee turnover intention, the organization should improve its benefit strategies. Benefits include house and transport allowances, bonus etc. Currently other construction institutions like Yotek construction and Tekleberehan ambayie construction practices this well and to be competitive, Satcon should also give its employees those benefits.

Fair and clear employee promotion program based on employee's performance and ability increase staff morals. In the mean time it confirms employee trustworthiness to their organization. Thus, employer should demonstrate equal and fair employee handling mechanisms based on their performance evaluation. And also giving recognition for significant accomplishment, chance of advancement, giving opportunity to grow and career development has to be taken in to consideration.

As training capacitates staff productivity, managers should work with its human resource policies and provide training programs in a fair manner to all levels and categories of employee based on the pre-planned programs and upon department's need assessment analysis as stipulated on the personnel manual of the organization.

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

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Annex

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This Questionnaire is to be completed by current employee of SATCON.

Dear Respondents

This questionnaire is prepared for the purpose of collecting data for a research study entitled ‘‘The Assessment of Employees Turnover Intention at SATCON Construction plc’’. To achieve the purpose, your cooperation in completing this questionnaire is highly important and appreciated. The success of this study by and large depends on your honest and sincere responses to the questionnaire items.

The data will be kept confidential. Therefore, I kindly request you to provide the required information.

Thank you in advance for your cooperation

Part I Demographic Characteristics of Respondent.

Instruction:Put \surd mark as your response in the box given below.

1. What is your age group? Below 25 25-30 31-35 36-40
Above 40
2. What is your gender? Male Female
3. What is your marital status? Married single
4. What is educational qualification? 12+2 BSC/BA
MSC/MA PHD
5. How long have you served in current organization?
Less than 1 year 2 to5 years more than 10 years
1 to 2 years 5 to 10 years

Part II General opinion of respondents about employee turnover.

Indicate your level of agreement based on the following 5 likert scale.

1= Strongly Agree, 2= Agree, 3= Neither Agree nor Disagree, 4=Disagree, 5=Strongly Disagree

Salary Package

No	Statements	1	2	3	4	5
1	I am satisfied with my current salary					
2	My salary is compatible with the other sister company payments for the same task.					
3	Salary is paid on time.					
4	My salary is compatible with my performance.					
5	There is salary increment based on cost of living index.					

Employees –Management Relationship

No	Statements	1	2	3	4	5
1	I am happy with assistance given by immediate manager whenever I face problem.					
2	Innovation and participation in decision making is encouraged by the management.					
3	The relationship between managers and employees is good.					
4	Management treats me fairly and respectfully.					
5	Management keeps me well informed on work issues.					

Working Environment

No	Statements	1	2	3	4	5
1	The working environment is comfortable and allows ease to perform my job.					
2	The culture of the company is generally positive and supportive.					
3	I am provided with necessary resources to perform my job.					
4	The working materials which the job requires are fulfilled.					

Promotion Opportunity

No	Statements	1	2	3	4	5
1	Qualification and experience are considered to promoting employee.					
2	Employees are fairly treated for promotion if they satisfy the criteria.					
3	Career development program is available in the organization.					
4	Systematic line of promotion channel is used.					
5	There is better chance for promotion and career advancement of my job.					

Opportunity for Capacity Building

No	Statements	1	2	3	4	5
1	Training and Development program is relatively better to other similar company.					
2	Training that is given by the organization is related with the job.					
3	I have got enough training for present position.					
4	The Training was helpful to improve my performance.					

Recognition for Performance

No	Statements	1	2	3	4	5
1	The organization gives enough recognition for well done job.					
2	Recognizing individual team members equally for their effort.					
3	Satisfied with the recognition for the contribution I made in the organization.					
4	Giving recognition is fair to all employees.					

Employee Benefit

No	Statements	1	2	3	4	5
1	I am receiving enough benefit such as Insurance, overtime payment, Pension and etc.					
2	I am happy with assistance given by SATCON in terms of sick leave, leave for exams and etc.					
3	The incentives provided for employees are good as compared to the work they perform.					
4	There is bonus for extra-ordinary performance.					

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Interview question to concerned body (Department of Human Resource Development Directorate) of SATCON.

1. Is the management of SATCON or department of human resource development aware about the high turnover of employee intention?
2. Do you think that the turnover of employees is a serious problem for the organization?
3. What are the causes of employee turnover in the organization?
4. Do you feel that employees earn adequate financial compensation when compared to the market?
5. What are the mechanisms used to retain your experienced and qualified employee?
6. When you assigned task to employees is that related to their qualification?
7. Is there any promotional technique used by management to upgrade the employees?
8. Do you have Training and Development program?
9. Do you think that there is smooth relationship between management and employees?

Declaration

I, the undersigned, declare that this research paper is my original work, prepared under the guidance and supervision of my advisor Ass. Professor Shoa Jemal. All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Hana G/meskel _____

St. Mary's University,

Addis Ababa

Jun, 2018