ST. MARY'S UNIVERSITY
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Department of General MBA

AN INVESTIGATION OF FACTORS OF TURNOVER OF EMPLOYEES: IN FEDERAL ATTORNEY GENERAL OF ETHIOPIA

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SGS/0117/2010A

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Addis Ababa, Ethiopia

AN INVESTIGATION OF FACTORS OF TURNOVER OF EMPLOYEES: IN FEDERAL ATTORNEY GENERAL OF ETHIOPIA.

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BY

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DECLARATION

I, the undersigned, declare that this thesis represents my ideas in my own work, under the guidance of Professor Belete Mebratu. In this thesis, where others ideas or words have been included, I have adequately acknowledged, cited and referenced the original sources. I have also declared that this thesis has not been presented for a degree in any other university.

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        Name   Signature

ST. Mary's University, Addis Ababa   **July, 2019**

ENDORSEMENT

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

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St. Mary's University College, **Addis Ababa**   **July, 2019**

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ABSTRACT

The purpose of this research was to determine the contributing factors behind the high employee turnover rates in the Federal Attorney General of Ethiopia. This research identified the main reasons as to why more employees are quitting their job. To do this, Simple random sampling techniques were utilized and 250 employees of the organization has been selected. Both primary and secondary sources of data were utilized. Structured questioners and opinions of other past researchers have been included. The descriptive research method was utilized in this project to help further comprehend the research question. Mixed approach was adopted to collect both quantitative and qualitative data. The finding of the study includes factors related to organizational culture, politics, and justice, working environment and reward and benefits. These five factors have to be adequately addressed one by one to boost the employee retention rates in Attorney General.

Key words: Organizational culture, Organizational politics, Organizational justice, Reward and benefits, working environment

CHAPTER ONE

INTRODUCTION

1.1-Background of the study

Employees are major contributors to the efficient achievement of the organizations objectives. Public sector organizations lost large number of employees because of turnover. Organizations invest a lot on their employees in terms of training and developing their skill. Chaitra and Renuka Murthy, (2015) presents different researchers definition of turnover; they defined as "voluntary termination of members from organizations (Homs &Griffith, 1994). Staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract (Loquercio, 2006). Turnover is the amount of movement in and out of employees in an organization, (Kasson, 1991). There is no standard framework for understanding the employees' turnover process as a whole (Griffith, 2004). So causes of employee turnover has to be identified carefully and those reasons should be addressed by organizations to retain employee for longer period of time.

There are many causes for staff turnover in an organization all of those do not have negative impact on wellbeing of an organization. Turnover may be voluntary or involuntary. Voluntary turnover is caused by the employees out of his/her choice. Involuntary is caused by the decision of employer (loquercio et.al, 2006). Voluntary is further classified as functional and dysfunctional. Functional turnover are the resignation of standard performer. Dysfunctional is the exit of effective performers. Dysfunctional is further classified into avoidable and unavoidable (Taylor, 1988). Low level of turnover can be tolerated and accepted by an organization but higher level of turnover may lead the organization to be ineffective which result in increment of costs(Ingersoll Smith, 2003). So organizations should or business managers should keep an eye on it throughout the years.

There are too many studies conducted in relation with employee's turnover causes, effects and solutions to overcome the problem. Such as Kenneth & Alisa, (2008) argue that turnover and performance have a direct relationship which mean turnover largely affects an organizations performance. Victoria Jargun, (2003) tried to state factors for employee turnover. Employees feel

the job or workplace is not what they expected, mismatch between the job and person, little coaching and feedback, few growth and advancement opportunities, employees feeling of devalued and unrecognized, work/life imbalance, loss of trust and confidence in senior leaders. Jesperhausen, (2011) tried to identify why public sector employees switch to private sectors. Reasons for switching is salary, job security, desire for more flexible organization, to get a room for drive and creativity, creating value for end users.

In federal attorney general research has been conducted in relation with turnover of employees. Those researchers found that working place environment and motivation have a significant and direct relationship with turnover. There is no sufficient equipment, employees, smooth relation with other stakeholders. Motivation mechanisms are not well designed and enough to satisfy employees and retain them.

This study was conducted to investigate the factors of employees' turnover in Attorney General of Ethiopia by considering turnover as a dependent variable and organizational culture, politics, commitment, workplace environment, reward and benefits as independent variables. This study also tried to give directions about how to design new strategies and policies to overcome the existed problems and to retain employees.

1.2-Statement of the problem

In today's competitive world, it is considered to be an important task to manage employee turnover for any organization. A certain amount of turnover is expected, unavoidable and considered beneficial to the organization (Grobler et al, (2006). New employees may be desirable since it create opportunities for introducing new ideas, innovation and effective way of performing their tasks. Turnover is costly both to the organization and employee itself. So excessive turnover creates an unstable workforce and increase resource cost (Samuel Cudjor, (2015). He also states different reason for turnover like salary, lack of compensation package, absence of conducive working environment. Shamsu&Shumon, (2011) tried to present reasons for turnover characteristics of the job, the person, demographics, a bad match between employee skill and the job and salary. Hansun, (2011) reveals salary level, job security, desire for more flexible organization, room for creativity, serving society; create value for end users, strategic influences are reasons for turnover for employees from public to private sector organization.

Some studies have been conducted in relation with turnover of employees in attorney general. The major finding of their study reveals that;-motivation highly affects turnover rate of employees. The study identified motivational factors ignored by federal attorney general. Among this are law salary, low incentives, lack of consistent and timely promotion, lack of good governance, poor working environment ,absence of good relationship between leaders and subordinates and lack of professional independence (Rediet, 2016). Work place environment is one major factor which affects employee's performance. Low performance influence employees to look for other job (Tinsae, 2016).

Thus the study tried to investigate five factors which influence turnover intention of employees. These factors are:

Organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior (Hofstede, 1990). The culture of the organization is closely linked to organizational design. For instance, a culture that empowers employees to make decisions could prove extremely resistant to a centralized organizational design, hampering the manager's ability to enact such a design. Organizational culture is a more power full way of controlling and managing employee behaviors than organizational rules and regulations.

Work environment is the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, equipment, such as personal computers (Applebaum et al, 2010). It can also be related to factors such as work process or procedures.

Organizational justice and commitment is perception or the objective distribution of gains obtained by employees from the organization in exchange of their contributions to the organization. Scholl et al, (17) defined organizational justice as the degree to which workers are cognizant that they are treated fairly in the workplace.

Organizational politics is the pursuit of individual agendas and self interest in an organization without regard to the group interests (Vigoda &Drory, 2006). It is a natural part of organizational life and can be either functional or dysfunctional to employees and organizations.

Organizational commitment represents the attitudes or tendencies that link the individual to the organization. Commitment is a combination of faiths and thoughts that human beings have about their group, society or institution as a whole (Jennifer, 2009).

The former studies did not include the above factors which can influence turnover intention of employees. My personal observation and the data gathered from human resource management shows large number of employees leave Attorney General every year, last year number of prosecutors was 905 but while conducting this research it becomes 770. Thus, the study attempted to investigate how the above factors affect turnover of employees and suggest mechanism of changing or improving it to reduce employee turnover.

1.3-Research questions

1-what are the major factors for employee turnover from attorney general to other sectors?

2-Does factors of turnover affect employee's turnover intention in federal Attorney General?

3-What are the possible solutions to overcome problem of turnover at Federal Attorney General?

1.4-Research objectives

1.4.1 General objective

The objective of this research is to investigation factors of employee turnover in federal Attorney General of Ethiopia.

1.4.2 Specific objectives

The problem statement for this research will approached by developing two data collection methods through Questionnaires and literature review that contributed to the investigation of factors of turnover. Thus, the specific objectives of the research are:

1-To determine the key factors that leads to employee turnover in federal attorney general of Ethiopia.

2- To determine the effect of factors of turnover on employee's intention to leave.

3-Identify the possible solutions to overcome the problem of turnover at federal attorney general of Ethiopia.

1.5- Definition of terms

Organizational culture: Organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior (Hofstede, 1990).

Organizational politics: Organizational politics is the pursuit of individual agendas and self interest in an organization without regard to the group interests (Vigoda &Drory, 2006).

Organizational justice: Scholl et al, (17) defined organizational justice is the degree to which workers are cognizant that they are treated fairly in the workplace(Scholl et al, (17)

Working environment: Work environment is the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, equipment, such as personal computers (Applebaum et al, 2010).

Reward and benefit: Reward is a system consists with financial rewards such as **recognition**, responsibility career prospects. The total reward system consists with mix of financial rewards, employee benefits and non-financial rewards (Armstrong, 2002).

1.6-Significance of the study

 It is believed that the study will contribute a lot in identifying factors of turnover and how to overcome causes of employee from government sector to private sector. This research can help the organization to formulate suitable strategy regarding organizational culture, politics, commitment, justice, reward and benefits and work environment. It can also help other researchers who might be interested in making further studies in related topic.

1.7-Scope of the study

This study is confined to investigating factors for employee's turnover of attorney general. It was delimited to Federal Attorney General of Ethiopia prosecutor's office which is found in

Addis Abeba. The reason for selecting only prosecutors was its human resource management and administration is different from other supporting staffs of the organization.

1.8 Limitations of the study

There are some limitations of this research project. One is If more or all employees of attorney general had participated in the research, more vital data would have been collected. Two if past employees of Attorney General had participated what pushed them to leave the organization would have been collected. However, the results are still accurate and reflect the situation as it is in the organization.

1.9 Organization of the study

This research has five chapters. Chapter one is an introduction part and background of the study, statement of the problem, basic research questions, objectives of the study, significance of the study, and scope of the study has been included. Theoretical literature, empirical literature and conceptual framework had been included in chapter two. Chapter three contains research design and approach, sampling techniques, source of data and method of data collection, data analysis methods. In chapter four data presentation and analysis results of the study were included. Summarize finding of the study, Conclusion and recommendation included in chapter five

CHAPTER TWO

LITRATURE REVIEW

2.1 THEORETICAL CONCEPTS

2.1.1 An overview of turnover

Employees are considered as an asset of an organization. Any organization is successful only when it is supported by effective human resource department and man power. Employee's turnover may be triggered due to different causes. Turnover can be classified into two voluntary and involuntary. Voluntary is initiated by the employee whereas involuntary is initiated by an organization. To manage voluntary turn over you need to have an in depth understanding of why employee leave or stay, as well as designing strategies for managing turnover among valued workers in your company. Another distinction will be functional and dysfunctional voluntary turnover. Dysfunctional is harmful to the organization which includes the exit f high performers and employee with hard to replace skill. (David. G. Allen, 2008). But identify which factors are more significant than the other is an important issue. Tania Taper, (2017) Tried to present causes of employee turnover in public sector organization by classifying into two general causes. Voluntary and involuntary causes, among the factors work environment, coworker relationship, salary level, job satisfaction and organizational commitment. But identify which factors are more significant than the other is an important issue. Raziqa&Maulabakush, (2015) reveal working environment has a positive impact on job satisfaction. So if the working environment is not good employees will be dissatisfied resulting into employee turnover.

2.1.2 Factors of employee turnover

Organizational culture

Organizational culture refers to a system of shared assumptions, values, and beliefs that show people what is appropriate and inappropriate behavior. The culture of the organization is closely linked to organizational design. For instance, a culture that empowers employees to make

decisions could prove extremely resistant to a centralized organizational design, hampering the manager's ability to enact such a design. Organizational culture is a more power full way of controlling and managing employee behaviors than organizational rules and regulations. Hofsede, (1991) states that organization culture is " the collective programing of the mind 2which distinguishes the members of one organization from another and distinguishes between the software for national, cultures, mainly expressed in values, and the software for organizational cultures, which is revealed through practices. Organizational culture refers to shared practices much more than to shared values (Hofstede, 2008). Hofsede et al, (1990) identified six dimensions of practices for organizational cultures.

1. Process-oriented vs. result-oriented.- In process oriented organizational cultures people perceive themselves as avoiding risks and making only limited effort in their jobs.

2. Employee –Oriented VS Job-oriented:- In employee oriented cultures people feel their personal problems are taken into account, that the organization takes a responsibility for employee welfare, and that important decisions tend to be made by groups or committees.

3-Parochial Vs. professional:-Parochial culture feel organizations norms cover their behavior at home as on the job. Professional culture considers their private lives their own business.

4- Open systems VS. Closed systems-In open systems both the organization and its people open to newcomers and outsiders. In closed systems the organization and its people fit into the organization, and new employees need a long time to feel at home.

5- Loose VS Tight control- people feel that no one thinks of costs, meeting times are only kept approximately, and the jokes about the company and the job are frequent. In tight control, units describe their work environment as cost conscious, meeting times are punctually, and jokes about the company and the job are rare.

6- Normative Vs. pragmatic-in normative correctly following organizational procedures are more important than results. In the pragmatic units major concern is on meeting the customer's needs.

Organizational Politics

Organizational politics is the pursuit of individual agendas and self interest in an organization without regard to the group interests. It is a natural part of organizational life and can be either functional or dysfunctional to employees and organizations. Organizational politics gives rises to threatened employees, decreased job satisfaction and anxiety. Positive organizational politics moderates the relationship between employee engagement and behaviors such as knowledge sharing, creativity, proactivity, and adaptability. Studies describe organizational politics as a power game and influence tactics designed to achieve the best outcomes for the user (Kipnis et al., 1980; Pfeffer, 1992). Studies that developed the concept of organizational politics (Andrews &Kacmar, 2001; Cropan- zano&Kacmar, 1995; Dipboye& Foster, 2002; Fedor et al., 1998; Ferris &Kacmar, 1992; Vigoda-Gadot, 2003) found that workplace politics was perceived as self-serving behavior by employees to achieve self-interests, advantages, and benefits at the expense of others and some- times contrary to the interests of the entire organization or work unit. This behavior was frequently associated with manipulation, defamation, subevasiveness, and illegitimate ways of over- using power to attain one's objectives (Kipnis et al., 1980). Ferris et al. (1989) suggested that the concept of the perception of organizational politics (Perception of Organizational Politics Scale – POPS) as a good measure of OP.

Work environment-

Work environment is the surrounding conditions in which an employee operates. The work environment can be composed of physical conditions, such as office temperature, work schedules, reporting times, nature of supervisors, nature of work, or equipment, such as personal computers and work flexibility among others (Lee, Back and Chan 2015). It can also be related to factors such as work process or procedures. Wells and Thelon cited by Das and Baruah (2013) "stated that Work environment influences employees feeling positively or negatively in a way which can affect their performance, productivity, satisfy and retain employees by providing them an appropriate level of privacy and sound control on work environment which enhances the motivation levels to commit with the organization for the long term". Challenging work conditions can cause increased levels of burnout and job stress amongst employees, which can cause them to depart the organization or industry (Kokt and Ramarumo, 2015). On the other

hand, employees' satisfaction with their work environment is likely to influence them positively and cause them to stay with the organization. The employees are also likely to be more motivated and productive when they are happy with their work conditions. An ideal work environment for employees can include an environment that empowers the employees and "allows them to meld personal and work relationships and accommodate special needs" (Timothy and Tee, 2009).

Organizational justice and commitment

Organizational justice is perception or the objective distribution of gains obtained by employees from the organization in exchange of their contributions to the organization. Scholl et al, (17) defined organizational justice as the degree to which workers are cognizant that they are treated fairly in the workplace. Organizational justice can be reflected through different factors like how rules and procedures of performance evaluation mechanisms designed and applied fairly and properly, to what extent the organization is committed to inspire its employees, future hope of getting better benefits, does qualification and experience are considered to promote and appreciate employees, freedom of work. According to G.C.W.Gim and N.MatDesa, (2014), the attitude and behavior of employees will be distorted or disrupted by the perception of injustice. It is also mentioned that such perception could cause the counterproductive behavior and withdrawal behavior. Besides, past studies and research have also revealed that organizational justice has negative impact on turnover intention (Kim and Leung, 2007); Haar et al, 2009).

Reward and benefit

"Reward system consists of explicit policies practices and procedures which are organized and managed as a whole" (Armstrong 2008, p.133) rewarding employees makes them feel appreciated and wanted, which enhances their bond with the organization. Rewards, therefore, play a role in retention of employees by making them feel wanted and motivated which in return leads to job satisfaction and a higher probability of staying within an organization (Jehanzeb, Rasheed, Rasheed, and Amir, 2012). Organization needs to understand the factors that determine the degree to which rewards satisfy people as this contributes to their motivation and engagement (Armstrong 2008, p.134). Rewards have an enduring impression on employees which in turn gives the employees an impression that they are valued in the organization (Silber, cited in Das

and Baruah, 2013).One way through which employers can retain the workforce is through offering a good compensation package. An organization can only be successful in its retention strategy if it offers competitive, market-related pay and benefits because this motivates employees to become committed to the organization (Lockwood and Walton, 2008). A study by Mercer, (2003) reports that employees will remain in an organization, if they are rewarded and they may leave if they are poorly rewarded. Employees are likely to stay in organizations where they believe that their capabilities, contributions and efforts are appreciated (Davies, 2001). Gomez-Mejia, Balking and Cardy, (2004) also stated that internal equity and external equity should be observed in terms of remuneration if the compensation package is to be used as a retention strategy

Nature of public and private sectors

Arild Waeras, (2012) Public sector organizations in one or another way are connected to a political, superordinate level. Political authorities decide new policies, while the administrative apparatus is responsible for implementing them. All public organizations are in one way or another instruments of elected bodies in carrying out public policies. Consistency problem is another problem of public sector organization. Values related to finding the means to achieve higher political ends may conflict with a strong market orientation (Good Sell, 1989). The charisma problem, organizations must appeal to our identity and make us feel good, admire, respect, and trust them, not just offer us something that meet our functional needs. Van Riel, (2004) states strong reputation result when companies build emotional appeal. Public organizations lack the autonomy to create their own mission and plat form for change. Public organizations have serious problems with positive news (Brunsson, 1989). Public sector organizations are chronically depressive because they deal with insoluble problems. The uniqueness problem, organizations usually not recognized as ones with a unique identity, seem more similar than unique, political hierarchical and rule oriented entities. Public sector organizations ranked poorly in excellence.

Paul. Koch, (2005) Points out five differences between public and private sector organization.

-Organizing principle –In private sector pursuit of profit stability and growth of revenues are the organizing principles where as in public enhancement of public policies.

-Organizational structure-In private sector firms of many sizes, with options for new entrants where as in public complex system of organization with various tasks.

-Performance matrix- In private sector return on investment where as in private multiple performance indicators and targets.

-Management issues-In private sectors managers have autonomy, successful managers will be rewarded with material benefits and promotion where as in public management practices is under high levels of political scrutiny ,successful managers likely to receive lower material benefits .

-Relation with end users-in private sector markets may be consumer or industrial one, and firms vary in the intimacy of their links with the end users where as in public end users are general public or citizens.

-Source of knowledge –In private sector in sourcing innovation where as in public despite large source restricted from using public sources

2.1.3 Turnover intention

Brough& Frame, (2004) defined Turnover is very difficult to predict and questions remain unanswered as to why actually the employees left. Turnover intention refers to an individual's estimated probability to leave his or her current organization at some point in the near future. It is argued that intention to quit is a strong surrogate indicator for actual quitting behavior (Firth et al., 2004). Greenhaus (1992) agreed that intentions to quit may be the best predictor of actual quitting behavior. Job satisfaction and organizational commitment were variables that seem to influence turnover intentions (Borough and frame, 2004). The intention to quit is probably the most important immediate antecedent of turnover decisions. Turnover intention is used instead of actual turnover because the planned behavior is a good predictor of actual behavior.

2.1.4 Effects of employee turnover

Costy John, (2000) reveals searching for a new employee and giving training for the chosen one to make him/her a qualified employee is very expensive. Kamet .al, (2002) states turnover affects customer service and satisfaction. According to David G. Allen, (2008) turnover has effects on

financial, other like delay in production and customer service or service quality, replacement cost, training cost like training new employee. According to Carbery et al., (2003), from the perspective of the employer, turnover is viewed primarily as a negative phenomenon and from the view of employee it is often viewed in a more positive way. For the employer, perhaps the most obvious positive organizational consequences are the potential replacement of a former employee with one who is better. In terms of negative impact, from a managerial perspective, it would seem apparent that the organizational consequences of turnover are closely associated with the additional cost of recruitment and training and potentially lower profitability. According to Mobley, (1982), the most frequently studied organizational influence of turnover, both direct and indirect is monetary cost which can vary substantially between and within organizations. It affects organizational profitability because in measuring turnover three major costs are included. Separation cost, Replacement cost and training cost. Johnson, (1981) said that labor turnover acts as an obstacle to increased productivity and efficiency.

2.2 Empirical Review

Natnael Mamuye, (2018) conducted a research on employee turnover and reveals different sources of job related and organizational factors are the two broad source of turnover .Job related factors again classified into voluntary and involuntary factors. Kauiath& Beck, (2000), tried to identify what factors are triggered employees to quit their job. These are job stress, lack of commitment in the organization and job dissatisfaction. Organizational factors absence openness or strong communication system which make to involve employee in decision making is one factor (Labov, 1997), organizational instability or lack of predictability about the work environment (Zuber, 2001) and payment is one factor of turnover (Griffeth et .al, 2001). (David. G. Allen, 2008). According to Abigail Adjoin, (2012) Inadequate compensation, over utilization of staff, Poor working conditions, Inadequate welfare for employees and lack of training programs were the reasons why most staff stop working with the organization. Flexible benefits that are available to help employees to balance work and life demands should be provided and communicated to the employees. Employees should be recognized for the contribution they make to the organization. Providing work equipment and facilities so that employees can do their work more easily. Favorable conditions of service have a tremendous effect on the level of pride of employees and the work they are doing (Abigail Adjei, 2012).

Moreover, Kacmar and Ferris (1991) and Ferris and Kacmar (1992) argued that the higher level of politics in an organization mean the lower level of justice equity and fairness. According to duskin and tezer, (2012) favoritism, organizational support and scarcity of resources have a significant relationship with turnover intention. The results further demonstrate that organizational support has a significant negative effect on politics perception in the form of rewards, performance feedback, skill variety, autonomy, job security, training, salary, supervisory support, empowerment, team climate, rewards and career opportunities. Favoritism means favoring an individual because of some ties within a favored group but not because she/he is doing the best work. Favoritism practices are mostly demonstrated in hiring and awarding contracts for relatives and friends (Judy & Miriam, 2006). The word "favoritism" itself usually brings to mind negative images of corruption as common thinking suggests that, in favoritisms' exchange, both sides might acquire something, but everyone else loses (Lee, 2008).

Markey, Ravenswood and Webber, (2012) titled, The Impact of the Work Environment on Employees' Intention to Quit. This study investigates the intentions and argues that QWE will influence a manager's ability to shape their employee, if an employee perceives their QWE is poor then extant policy implications could be toothless. This suggests QWE is an important focus of policy to shape quitting intentions. Work Environment consists of the office building, its furniture and layout as well as the physical conditions under which workers operate. However, poor work environment and bad conditions have posed a great danger to workers' health. Work environment is very influential on employee turnover performance. Work Environment that makes employees is not comfortable cause to affect the employees to leave the company (Tulangow, Saerang, Rumokoy, 2018).This exploratory research shows three important findings. Firstly, it confirms the importance of the quality of the work environment in the quitting decision. According to Markey, Ravenswood and Webber, (2011) Employees are significantly less likely to intend to quit their job if they perceive it to be a good working environment. The majority of employees who thought of leaving their job perceived their workplace to not be a good place to work. Good quality of the work environment was indicated by low stress Levels, feeling appreciated by management and not feeling threatened. In addition the research confirmed that an employee is more likely to want to leave if they do not receive enough important information in time, are stressed and experience a reduction in the level of job satisfaction. Work environment has the highest contribution in the employee turnover intention

followed by salary level, organizational commitment, job satisfaction and co-worker relationship (Thania Taper, 2017).

Organizational justice is being studied and showed that it has an influence towards turnover intention in employees (Nadiri & Tanova, 2010). Dailey & Kirk, (1992); Lee, (2000); Khatri et al, (2001); Aryee & Chay, (2001); Hubbell & Chory- Assad, (2005); Loi et al, (2006) discussed on their research result that employees perspective, perception of justice is a significant factor that affects employees intention to leave organization. According to Thatcher & Stepina, (2003), organizational commitment is related to the turnover intention of employees. In fact, organizational commitment is a key reason that leads to turnover intention. Lack of organizational commitment will simultaneously affect the working attitude and behavior towards the organization (Boal&Blau, 1987). Employees will dissatisfy when failed to show up commitment to the senior management. Concurrently, it will lead to lack of motivation in employees and caused unsatisfactory performance (Martin & Shore, 1989). According to Sutanto & Gunawan,(2013). Organizational commitment is related to the high desire of employees to sacrifice for the company or organizational commitment is a sense of identification, involvement, and loyalty, whether expressed or not by an employee to his organization. Mow day et al. Lothian, (2006) developed measurement of organizational commitment; these are a strong desire to remain a member, a desire to strive, acceptance of organizational value, and acceptance of organizational goals.

In fact, researchers have found intent to leave or stay as the strongest predictor of actual turnover (Hendrix, Robbins, & Summers, 1999, Lee & Liu, 2007).According to Tulangow, Searing, Rumokoy, (2018) High and positive correlation was found between organizational politics (OP) and turnover intention. Turnover intention will negatively affect the organization because it can create instability of labor conditions, employee productivity, decreased work atmosphere, and increased human resources cost(Low, 2001).Work environment has the highest contribution in the employee turnover intention followed by salary level, organizational commitment, job satisfaction and co-worker relationship(Thana Taper, 2017)

 Hankins& Tracy, (2000) said that the people who leave are those who are most talented and It takes a long time to learn a new job and ranges from 54 to 80 days to reach an acceptable level of competence. Contrarily, a positive impact could be seen for an employee who quits a job being/

feeling motivated by expectations of greater net positive consequences in a new post (Mobley, 1982). This may be in the form of higher rates of pay or career development. However, the negative consequences of turnover also exists for employees who misjudge the organizations that they are about to join. Unrealistic expectations of the new organization, for example, about better benefits or working conditions may lead to a negative impact. Other possible negative consequences may involve loss of seniority, co-workers or boss (Mobley, 1982). There are the costs (financial, social and psychological) of moving to a new post that have to be borne regardless of any increase in salary or seniority.

Some studies have been conducted in relation with turnover of employees in attorney general. The major finding of their study reveals that;-motivation highly affects turnover rate of employees. The study identified motivational factors ignored by federal attorney general. Among this are law salary, low incentives, lack of consistent and timely promotion, lack of good governance, poor working environment, absence of good relationship between leaders and subordinates and lack of professional independence (Radiate, (2016). Work place environment is one major factor which affects employee's performance. Low performance influence employees to look for other job (Tinsae, 2016).

Judging from the literature on other industries and from finding of other researcher in attorney general implementation of the retention factors discussed below can improve retention in the organization. Das and Baruah, (2013) proposes the use of employee rewards as a means of motivating them and getting the most from employee. Fair treatment of employees, including the use of reasonable work schedules and shifts can also enhance the motivation and loyalty of the employees. Gomez-Mejia, Balkin and Cardy (2004) also stated that internal equity and external equity should be observed in terms of remuneration if the compensation package is to be used as a retention strategy. Terera and Ngirande, (2014) stated in their research results there was a positive relationship between rewards and retention. This means that the more an employee is rewarded, the more likely they are to remain in that same organization. This also reveals that most employees stay in the same institution for a long time because of the economic gains they receive from that institution. Poor training has been linked with problems in the workplace, enhancing training and allowing employees to learn more and engage more in what they are good at can motivate them to stay within an organization (Paulson, 2008: Govaerts, Kyndt,

Duchy, and Bart, 2011). The addition of discretion to job content, training, and improvement of rewards have also been associated with positive moderations of the high variability in work demands associated with the organization, which, in turn, enhances the employees' job satisfaction (Chiang et al., 2014). Finally, it is important for superiors to create a good work environment for employees where, amongst others, they recognize the skills and contributions of the employees. This enhances the trust of subordinates in their superiors and motivates them to stay within the organization (Poulston, 2008).

Changing policy towards recruitment, selection, induction, training, job design and wage payment, enhancing organizational commitment (Brooke et.al, (1988). Empowerment of employee enhances the continuity of employee in an organization (Malone, (1997). (David G .Allen, (2008) reveals ways of retaining talent,

-To build and strengthen links in your organization and in the surrounding community. This can be done through providing mentors, design work in teams, faster team cohesiveness, encourage and support community.

-To build and strengthen fit through providing realistic information about the job and company during recruitment, incorporate job and organization fit into employee selection, recruit locally etc.

-To build and strengthen sacrifice through financial incentives to tenure, provide unique incentives that might be hard to find elsewhere, encourage home ownership (by providing home buying assistance).

2.3 Conceptual Frame work

The study has investigated contributing factors for turnover of employees from public sector organization to private sector in case of Federal Attorney General of Ethiopia. Turnover is the movement of labour out of and into a working organization. Turnover can take several forms. It can be voluntary or involuntary, functional or dysfunctional, avoidable or unavoidable. In voluntary turnover, an employee leaves the organization of his own free choice with some of the possible reasons being: low salary, job dissatisfaction or better job opportunities elsewhere whereas involuntary turnover takes effect when the organization makes the decision to remove

an employee due to poor performance or economic crisis. These study have focused on voluntary rather than involuntary turnover, the five independent variables are working environment, organizational culture, politics, justice and commitment and reward and benefits. Turnover which was the result of the above factors considered as dependent variable.
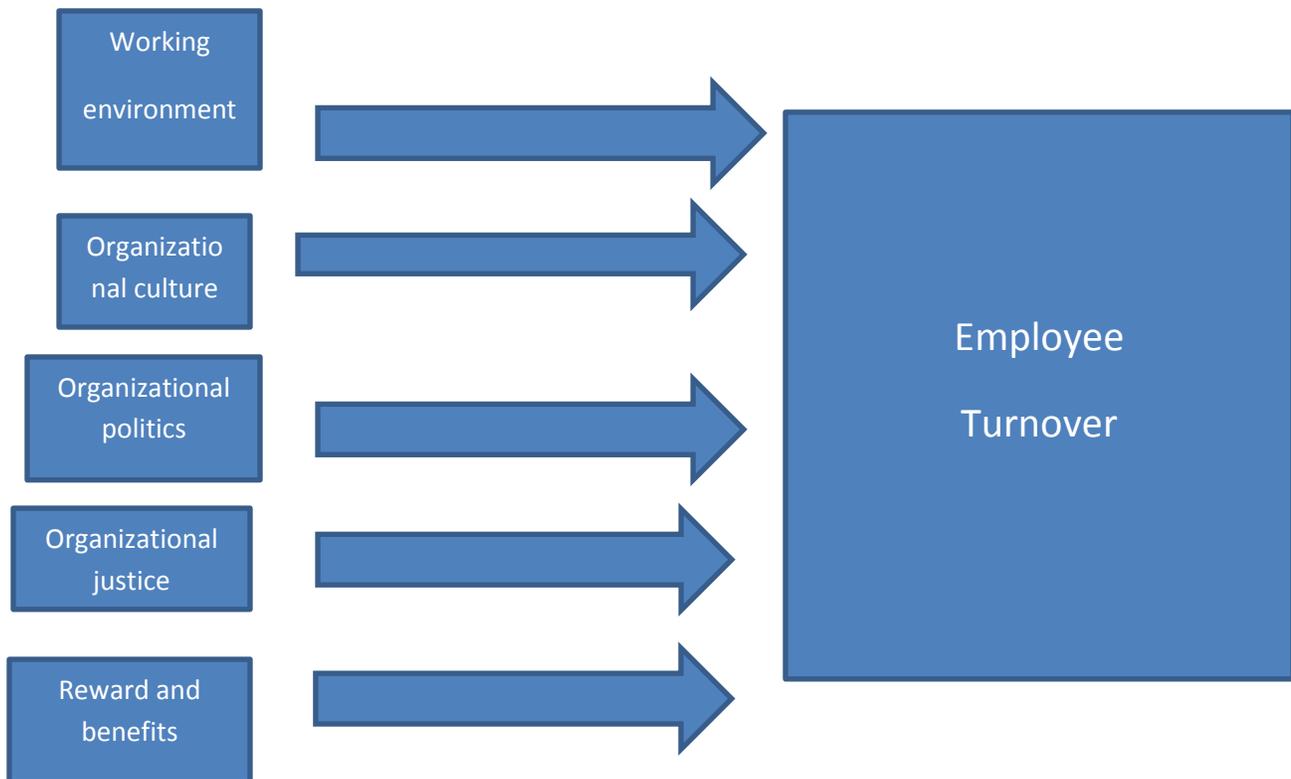
CHAPTER THREE

METHDOLOGY OF THE STUDY

This chapter presents the methodological approach of the research that entails the research approach and data collection methods and analysis of the data. The methodology employed in the research will consist of four parts.

3.1-Research design and Approach

Research design is the plan, structure and strategy of investigation purporting to answer research questions and control variance. In this study descriptive research design was employed to collect and analyze the data. The information gathered through distributing close ended questioners. The data collected were combined, compared and contrasted, which involves measurement, classification, interpretation and evaluation to show the significance of what is described. The reason for selecting such design is, it helps to collect both quantitative method which is ideal for measuring persuasiveness of already known facts or phenomena, and a quantitative method is a way for identification of previously unknown process, explanation of why and how phenomena occur (Creswell et al, 2011).

This research is basically of a mixed research type where both qualitative and quantitative methods are employed. A qualitative research is a subjective assessment of a problem and takes the form of an opinion, view, perception and/or attitude towards objectives. Whereas Quantitative research is objective measurement of the problem,that investigates facts and tries to establish relationships using statistical tools (Ozwa et al, 2011).

3.2 Population and Sampling Techniques

Selecting an appropriate sampling technique is vital to get representative and reliable data. Thus, samples were drawn from the employees of the Federal Attorney General of Ethiopia.

3.2.1 Population of the study

Geert Molène, (2012) study population is the collection of units (individuals) about which the researcher wants to make quantitative statement. Population can be physical or/and geographical. Since the research is conducted in the Attorney General of Ethiopia it's the target population, the samples were drawn from the employees of the organization. Accordingly, the total population size, which is the total employees of Federal Attorney General of Ethiopia was 770 by the time the research was conducted on 2019 and this is considered as the population of the study.

3.2.2 Sampling Size

Choosing an appropriate sample size is crucial to having a study that will provide statistically significant results. The samples were drawn from the employees (public prosecutors) of the organization randomly.

The formula (Yamane, 1967) used for the calculation of sample size/population is:-

$$n = \frac{N}{1 + N(e)^2}$$

Where: - n = Sample Population

N = is the Total Population

e = level of precision (0.05), i.e. ± 5 percent sampling error

Thus, in our case the total population of the study is 770 and considering 5% sampling error the sample population is calculated as:

$$n = \frac{N}{1 + N(e)^2} = \frac{770}{1 + 770(0.05)^2} = 263$$

Therefore, the sample size of the study is 263 persons from employees of Attorney General.

3.2.3 -SAMPLING TECHNIQUES

Sampling is how we select participants to which we may generate our research findings. Sample is the subset of units that have been selected. In this study simple random sampling technique was employed, because simple random sampling is the simplest and easiest method of probability sampling. In this sampling technique each element of the population has an equal chance of being selected into the sample, and it reduces biasness in sampling (Kothari, 1990). Accordingly among the target population of attorney general public prosecutors, which are 770 samples, 263 were drawn randomly.

3.3 Data Type & Data Collection techniques

The data collection part of the research comprises primary data, which were directly collected for this particular research, and secondary data, review of literatures. Data Collection Method Data collection method can either be quantitative and qualitative data, quantitative is used as a "synonym for any data collection techniques (such as a questionnaire or data analysis procedure such as graphs and statics) that generates or uses numerical data " (Saunders et al., 2009, p 151) in contrast qualitative is used as a synonym for any data collection techniques such as an interview or data analysis procedure such as data that generated or use non numerical data" (Saunders et al., 2009, p 151).

In this research both primary and secondary types of data were utilized. To get the most accurate and reliable results, the researcher relied on a variety of data collection methods from both primary and secondary source. Structured questioner and literature review was utilized to collect data.

A. Primary Data

Questionnaire

The primary source was through a questionnaire, this was used to gather vital information from the participants of this research project. The questionnaire used was delivered to all respondents to make a solid and factual conclusion. The data was collected via printed structured questionnaires, which was developed to investigate contributing factors for employee's turnover

in Attorney General. The medium of communication used in the questionnaire is English because all respondents have a minimum of first degree in law.

The answers for the structured part of the questionnaire are based on Likert's-scale. The reasons for adopting this simple scale are:

- To provide simplicity for the respondent to answer, and
- To make evaluation of collected data easier

B .Secondary data

Literature review

According to Wiis &Diggings, (2010), secondary data refers to the data that collected by researchers from previous research and probably for other purpose. The secondary source for this research includes literature review and previous research results which was conducted on similar topic. The benefits of using secondary data were that it's time effective as someone else has completed the survey and it is free. This method of data collection was used because it can be accessed at a time suitable to the researcher and has magnificent result to address the research problem. The secondary data that used in this study are from internet (Google), journals(African journal of business management, Asian journal of social science and management studies, American of theoretical and applied statics, Journal of public administration research and theory and IOSR journal of business management) , e- books(Retaining talent by David G Allen and Management theories and practices by Armstrong), textbooks and websites(Research gate, Science direct etc).

3.4 Method of Data Analysis

The task of the researcher in this step is to analyze the data collected from sample of employees of attorney general respondents. After all the data were collected they were classified and analyzed quantitatively and qualitatively. The analysis methods implemented are descriptive statistics. For the analysis, IBM SPSS (Statistical Package for the Social Sciences) version 20 was used. Prior to assigning percentages by using SPSS, the figures were described using tabulation and then the final task was analyzing the information gathered.

One of the important things that are given much emphasis in analyzing the information gathered through the following procedures; first the questionnaire data were collected from employees of attorney general. Next the questionnaires that are gathered from the respondents described on the appropriate manner by computing percentages. Percentages and frequency of each variable is calculated and presented in table.   Finally, the analysis and interpretation are made by investigation of factors contributing for employee's turnover in Attorney General of Ethiopia.

3.5 Validity and reliability

 It is of great importance for the researcher to clearly manifest validity and reliability.

Validity refers to how the researcher's data and analysis accurately represents the reality (Neumann, 2006). In this research project, the information derived from the employees of the Federal Attorney General will be used by other students and public sector organization in the future when studying on similar topics. Attorney General may also use the information contained in this research to design new strategies to retain qualified employees. The reliability of a study refers to, according to Neumann (2006) "demonstrating that the operations of the study- such as data collection procedure- can be repeated with the same Results". Golafshani, (2002, p 38) defined Reliability basically means that the results can be duplicated in the future if the same study is conducted under the prevailing conditions and parameters. The questionnaire used in this research project was derived from other researchers who conducted similar research and www.research gate websites. Finally, all conclusions made were drawn on factual data derived from the data collected through the methods described earlier without any bias and ethically (Hom, Mitchell, Lee and Griffith, 2012).

3.6 Ethical Consideration

 First, the researcher assured that there was no bias at all during the selection of participants. Because of this, the results were highly reliable. Secondly, the participants were thoroughly protected. The questionnaire did not require the participants to disclose any personal information. The responses were kept securely and all information will only be kept for the duration of the research and the research was only for fulfillment of my Masters.

CHAPTER FOUR

ANALYSIS OF FINDINGS AND DISCUSISION

4.1 Data analysis

Introduction

This chapter will focus on critically analyzing the results obtained in this research. It will present the results in a systematic manner, making it easier for the researcher to gather conclusive and informed conclusions pertaining to the issue of contributing factors for turnover of employees from public sector to private sector a case of federal attorney general of Ethiopia. Vital primary data were collected from the 250 respondents who volunteered to participate in the research through distributing questioners. The questionnaires did an excellent job in sourcing this data from the participants and thus enabling the researcher to use it to determine the underlying factors behind turnover of employees with in federal attorney general of Ethiopia. Below is a comprehensive presentation of the results obtained from each question after the participants offered their insights through the questionnaires. There were a total of 250 respondents in the research all of whom were employees of attorney general.

4.1.1   Questionnaire response rate

Detailed questionnaires were designed, as described in detail in chapter 3 and attached in the annex of this document, and distributed for the investigation of factors contributing for employee's turnover from public sector to private sector, a case of federal attorney general.

For the preparation of inclusive analysis on the investigation of factors contributing for employees turnover from public sector to private sector in of federal attorney general a total of 263 questionnaires were distributed to the employees, the number of the samples taken are based on equation discussed in chapter three. The total number of employees or the total population of the study is 770 employees in federal attorney general of Ethiopia. Accordingly, using the formula given the sample population of the study is calculated to be 263. Thus, samples were drawn from the employees of the company randomly sampled size was taken and studied.

Table 4.1 below shows the number of questionnaires distributed to employees of federal attorney general and the number of questionnaires returned from these respondents including their percentage response rate.

Table 4-1 Questionnaire response rate

Respondent category	Questioner Issued	Questioner Collected	Response Rate	Valid response	
	No.	No.	(%)	No.	(%)
Employees	263	250	95%	250	95%
Total	263	250	95%	250	95%

Out of the 263 distributed questionnaires, 250 questionnaires were filled and returned. This yields a response rate of 95%. All the 250 questioners were found to be relevant and reliable for data analysis process with a valid response rate of 95%.

4.2 RESPONDENTS PROFILE

4.2.1 Sex

Table 4.2   Sex of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	male	164	65.6	65.6	65.6
	female	86	34.4	34.4	100.0
Valid	Total	250	100.0	100.0	

The first question sought to identify the sex of the participant. This was deemed necessary to gain a fair understanding of the gender composition of the participants. A research study should clearly demonstrate a relative balance of both genders i.e. male and female. Data obtained from both male and female participants in a research is more accurate and applicable to the general

population, compared to that gathered only from one gender. In this research project, 34% of the participants were female, while the remaining 66% were male. Although there were more male participants than female, the views and opinions of each distinct gender were availed in the research. This made the research highly applicable to the general population.

4.2.2 Age

Table 4.3   Age of respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	30years and below	175	70.0	70.0	70.0
	31-40	75	30.0	30.0	100.0
	Total	250	100.0	100.0	

The above table shows percentage of age of respondents

The second question in the questionnaire sought to identify the age bracket of the participants. It is highly important for the researcher to know the age group of the participants. People are often self-conscious about their ages and therefore, age rangers were provided and the participants were required to select which range was most appropriate. From the above data, it is clear that most of the participants in this research project were young people of age 30 years and below. Those of age 30years and below represented 70% of the participants, followed by those of age 31-40 years 30%. No respondent above 40 years of age.

4.2.3 Educational background

Table 4.4 Educational background of the respondents

Table 4.4 Educational back ground of the respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LLB	237	94.8	94.8	94.8
	LLM	13	5.2	5.2	100.0
	Total	250	100.0	100.0	

Table 4.4 Demonstrate the education level of the 250 respondents. From the table it shows that the majority of respondent's education levels are LLB Degree with 237 respondents (94.8%), followed by LLM with 13 respondents (5.2.5%),

4.2.4 Working experience

Table   4.5 Experience of respondents

		Frequency	Percent	Valid Percent
Valid	1-3 years	89	35.6	35.6
	4-6 years	128	51.2	51.2
	6-10 years	22	8.8	8.8
	more than 10 years	11	4.4	4.4
	Total	250	100.0	100.0

Table 4.5 illustrates the respondent's working experiences at their current posit There are 4 categories which include between 1 to 3 years, 4 to 6 years, 6 to 10 years, and more than 10 years.

Category between 1 to 3 years consists of 88 respondents which takes up to 35% of the respondents. Category from 4 to 6 years consists of 129 respondents (51.4%). Category 6 to 10 years consists of 22 respondents (8.8%). Lastly, category of 10years and above consists of 11 respondents which take up to 4.4% of respondents. Based on the analysis, most of the respondents have less than 6 year of working experience, whereas the least respondents are having more than 10 years of working experience.

4.3 Working environment and turnover of employees.

Work environment refers to the working conditions in which employees have to perform their duties, the following five questions tried to present how respondents feel about their working condition in attorney general.

Table 4.6 Work environment and turnover of employees

No	Items	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
	Rating scale						
1	The working environment is safe, open and trust worthy		20 8%	54 21.6%)	142 56.8%	34 13.6%	250 100%
2	pure drinking water and restrooms are provided at work place		11 4.4%	11 4.4%	11 4.4%	217 86.8%	250 100%
3	There is adequate equipment to do the job.			11 4.4%	97 38.8%	142 56.8%	250 100%
4	There are sufficient staff to cover the work			20 8%	131 52.4%	99 39.6%	250 100%
5	Work load is manageable in the organization		42 16.8%	43 17%	88 35%	77 30.8%	250 100%

The above table 4.6 shows that56.57% of the respondents disagreed about the statement of working environment of attorney general is safe open and trustworthy, 13.15% of the respondents strongly disagreed. Therefore majority of the respondents agreed that working environment of federal attorney general is not open and trustworthy. 86% of the respondents strongly disagreed about the statement of pure drinking water and rest rooms are provided at work place, 4.4% disagreed. This implies pure drinking water and rest rooms were not properly provided. 56% of the participants strongly disagreed that there is adequate equipment in attorney general and 39% disagreed. Therefore majority of the respondents 95% agreed that there was no adequate equipment in attorney general. Among 250 respondents 91.6% of them disagreed about the presence of sufficient staff followed by 39% who were strongly disagreed which is evident for the presence of small number of employees compared with the work load in which majorities of respondents agreed up on it (65%).

Tulango et al, (2018) titled the effect of job stress, work environment and work load on employee turnover intention; this study reveals that job stress, work environment and work load affects employee turnover. In addition (mohammed. Abu Rumman, 2013) entitled, the impact of work environment on the average of job turnover: the findings of this study declared that work environment has a significant impact on turnover of employees. Among this factors pressure of work hours, occupational safety system, tools and equipment used. The impact of the quality of the work on employees' intention to quit by (J. Webber et al, 2010) suggests that when work places are perceived to be good, level of employee turnover decreases.

The findings of other researchers and this study reveal that working environment has significant effect on turnover of employees.

4.4 Organizational justice and turnover of employees

The following five questions tried to present how respondents feel about organizational justice of Attorney General affects turnover of employees.

Table 4.7 Organizational justice and turnover of employees

No	Items	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
	Rating scale						
1	.The Rules, procedures and policies used to evaluate your performance are very proper and fair.		11 4.4%	11 4.4%	151 60.4%	77 30.8%	250 100%
2	This organization really inspires the very best in the way of job performance.		11 4.4%	43 17.2%	130 52%	66 26.4%	250 100%
3	Your future hope of getting better benefit made You to stay at this organization.	11 4.4%	33 13.2	12 4.8%	109 43.6%	85 34%	250 100%
4	Qualification and experience are considered to promoting employees.		32 12.8%	33 13.2%	87 34.8%	98 39.2%	250 100%
5	You stayed in the organization because you are pleased			22 8.8%	108 43%	120 48%	250 100%
6	The payment appreciates experience and performance.		22 8.8%	11 4.4%	129 51.6%	88 35.2%	250 100%
7	You feel freedom while working.		11 4.4%	32 12.8%	110 44%	97 38.8%	250 100%

Based on the response 30.68% of the participants are strongly disagreed about the presence of fair and proper rules and procedures to evaluate performance, 60.16% of the respondents dis agreed, 4.3% neutral and the remaining 4.4% are agreed. 52% or majority of the respondents disagreed that the organization really inspires its employees in the way of job performance,

followed by 25.9 who strongly disagreed, 17.1% are neutral and the remaining 4.4 are agreed. Among the respondents 43.4% are disagreed about their future hope of getting better benefits, followed by 33.9 % who are strongly disagreed, 4.8 neutral and the remaining 13.1% are agreed and 4.4% strongly agree.

The above table shows 39% of the respondents are strongly disagreed about the statement qualification and experience are used to promote employees, followed by 34.7% who disagreed, 13.1% neutral and the remaining 12.7 % agreed. 35.1% of the respondents strongly disagreed that payment does appreciate performance and experience, 51% are disagreed, 4.4% are neutral and the remaining 8.8% are agreed. 43.8% of respondents disagreed about the presence of freedom, followed by 38.6%strongly disagreed, 12.7% neutral, 4.4% are agreed. From 250 respondents 120 (47.8%) are strongly disagreed that they are not pleased in attorney general.108 respondents (43%) are also disagreed and the remaining 8.8% are neutral.

From the result of respondents it was clear that Majority of the respondents agreed that no freedom while working in attorney general and they are not hoping to get better benefits in the future in attorney general. Majority of the respondents were agreed that there were no fair and proper rules and procedures to evaluate performance and the absence of inspiration for job performance in Attorney general. In addition majority of the respondents agreed that qualification and experience are not considered for promotion and not pleased to stay in the organization. 86% of the respondents agreed that payment in attorney general does not appreciate performance and experience.

Different researchers discussed organizational justice and its influence on turnover of employees. Loi et al, (2006) discussed on his research result that employee's perspective, perception of justice is a significant factor that affects employees' intention to leave organization. According to G.C.W.Gim and N.Mat Desa (2014), the attitude and behavior of employees will be distorted or disrupted by the perception of injustice; such perception could cause the counterproductive behavior and withdrawal behavior.

4.5 **Organizational politics and turnover of employees**

250 of employees respond to the following five factors of organizational politics and turnover of employees.

Table 4.8 Organizational politics and turnover of employees

No	Item	Rating scale					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Your organization is trusted by employees.		11 4.4%	43 17.2%	129 51%	67 26.8%	250 100%
2	Performance evaluation and promotion are conducted fairly without favoritism and bias.		23 9.2%	44 17.6%	129 51.6%	54 21.6%	250 100%
3	There are prevalent career development opportunities in the organization.		11 4.4%	42 16.8%	132 52.8%	65 26%	250 100%
4	Resource allocation in the organization is fair and no scarcity of resources.			11 4.4%	107 42.8%	132 52.8%	250 100%
5	Pay and promotion policies are made consistently and it's clear and well defined.		11 4.4%	11 4.4%	107 42.8%	121 48.4%	250 100%

The above table shows that the respondents 51% disagreed about the organization trust by its employees, 26.3% strongly disagreed about it, 17.2% are neutral and 4.4% are agreed. Therefore Majority of the respondents agreed that attorney general does not trusted by its employees.

Among 250 respondents 129 (51.8%) of the respondents disagreed, 54(21.6%) strongly disagreed, 44(17.5) neutral, 22(8.8%) agreed about the statement. Hence, majority of the respondents agreed that there is favoritism and bias in promotion and performance evaluation.

The above table shows 51% of the respondents disagreed about the presence of prevalent career development, 25.9% disagreed, 17.1% neutral and 4.4% are agreed.

Therefore of the respondents agreed there were no career development opportunities in attorney general. 52.2% of the respondents are strongly disagreed, 43% of the respondents are disagreed and the remaining 4.4 are neutral that resource allocation in attorney general is fair and no scarcity. Majority of the respondents agreed that there is scarcity of resource and no fair allocation in attorney general. 120 respondents (47.8) strongly disagreed, 43% disagreed, 4.4% are neutral and the remaining 4.4% agreed about the presence of clear and consistent pay and promotion policies. Majority of the respondents agreed that there is no clear and consistent pay and promotion policy.

Results found from different literatures revealed that, (Robin, 2003) when employees perceive organizational politics at a high level, it indicates their dissatisfaction with the job. Bodla and Danish, (2010) organizational politics affects job stress, job satisfaction and employee turnover. Mustafa and Murat titled organizational politics and turnover: tried to investigate the effects of scarcity of resource, favoritism and organizational support. The result assured favoritism, scarce career and promotional opportunities, poor training and reward systems may cause employees to engage in organizational politics.

4.6 Organizational culture and turnover of employees

Table 4.9 Organizational culture and turnover of employees

No	Item	Rating scale					
		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Your organization builds its identity in the way which can be easily interacts with other stake holders and media and the publics.		64 25.6%	22 8.8%	76 30.4%	88 35.2%	250 100%
2	Your good work and success will be recognized by the organization.		33 13.2%	20 8%	97 38.8%	100 40%	250 100%
3	Your organization creates feeling of engagement and connectedness with you.			56 22.4%	140 56%	54 21.6%	250 100%
4	There are hard criteria against which job performance is measured.		53 21.2%	67 26.8%	55 22%	75 30%	250 100%

From the above table 36% 0f the respondents are strongly disagreed, 30% of the respondent disagreed, 8.76% of the respondents are neutral and approximately 30% are agreed that the organization builds its identity in the way which can be easily interacts with other stake holder. Therefore most of the respondents agreed that attorney general did not build it's in way identity.

Among 250 respondents 39.4% of the respondents strongly disagreed, 38.6% are disagreed, 8.3% are neutral and the remaining 13% are agreed the statement employees' good work and success were recognized by attorney general.

It looks most of the respondents are disagreed about the presence of recognition of good work and success of employees in attorney general. 56% of the respondents are disagreed, 21% are strongly disagreed and 21.9% are neutral about the statement of attorney general creates feeling of engagement and connectedness with employees. Based on the above data most of the respondents are agreed that attorney general does not create feeling of engagement and connectedness with employees. Based on the result 30% of the respondents strongly disagreed, 21% disagreed, 26% neutral and 21% are agreed about the statement of the presence of hard criteria against job performance evaluation.

4.7 Reward and Benefits

Table 4.10 Reward and benefits and turnover of employees

No	Item	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1	Salary package monitory incentives are sufficient.			22 8.8%	121 48.4%	107 42.8%	250 100%
2	Insurance coverage provided by the organization is sufficient.				54 21.6%	196 78.4%	250 100%
3	Allowances are sufficient.				76 30.4%	174 69.6%	250 100%
4	Recognition of employee 'success, development of employee skills and improvement of employee quality of life is the real concern of the organization.			11 4.4%	181 47.2%	121 48.4%	250 100%

The result revealed that 43% of the respondents are strongly disagreed, 47% are disagreed and 8.8% are neutral about the statement which states that there is sufficient salary and monitory incentives. This implies most of the respondents are agreed the absence of sufficient salary and monitory incentive in attorney general.

From 250 respondents 78% of the respondents are strongly disagreed, 21% of the respondents are disagreed to the statement insurance coverage provided by attorney general is sufficient.

Thus, majority of respondents are agreed, there is no sufficient insurance coverage provided by attorney general. The above table shows 69.3% of the respondents strongly disagreed about the statement of allowances are sufficient, 30% of the respondents disagreed. It appears all of the respondents agreed that allowances provided by attorney general were not sufficient. Respondents of 47.4% are disagreed and the remaining 47.8% are strongly disagreed about the statement. All respondents are agreed by saying there is no sufficient provision of insurance coverage in attorney general.

Other researchers also revealed same results on similar topics such as: Mendis, (2017) titled" The impact of reward system on employee turnover intention" tried to explore how remuneration, cash incentives, work life balance, supervisor support, employee recognition affects turnover intention. The findings give evidence that better financial and nonfinancial reward leads to decrease employee turnover. Yuninnisa and saptop, (2015) suggested that pay level dimension has a higher correlation with intention to leave. Atiq and afshan, (2014) indicate that cash incentives have a strong relationship against employee. Based on the result in Federal Attorney General: one factor of employee turnover was insufficient reward and benefit system

4.8 Intention to leave

Employee's intention to leave Attorney General

Table 4.11 Employees intention to leave Attorney General

NO	Item	Frequency	Percent
1	Yes	242	96.8
2	No	8	3.2
	Total	250	100.0

From the above table: respondents 96.8 had an intention to leave the organization and the remaining 3.2% of the respondents don't have an intention to leave.

Therefore Majority of the respondents wants to leave the organization.

Table 4.12 Working experience*intention to leave attorney general

		intention to leave attorney general		Total
		Yes	No	
Working experience	1-3 years	87	2	89
	4-6 years	125	3	128
	6-10 years	21	1	22
	more than 10 years	9	2	11
Total		242	8	250

The above table shows employees experience and their intention to leave Attorney General. The result shows only 8 respondents wants to stay in the organization which mean 242 of them had an intention to leave. Majority of the respondents has a working experience of 6 years and below, but they have an intention to leave the organization, therefore this assured the presence of the above discussed factors of turnover.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

Introduction

The chapter gives a summary on the findings and analysis made on the data gathered, the necessary recommendations on how to improve working conditions and reduce the rate of employee turnover at Federal Attorney General of Ethiopia and the conclusion for the entire research.

5.1 Summary of findings

The study was conducted to investigate factors that contribute to employee turnover at Federal Attorney General of Ethiopia. 250 respondents who work at Attorney general participated in the study. All these workers were public prosecutors. The following findings were brought to fore after the study.

5.1.1 Working environment

Based on the result work environment is safe, open and trustworthy 56.57% of the respondents disagreed, 13.15% of the respondents strongly disagreed. Under pure drinking water and rest rooms are provided, 86% of the respondents strongly disagreed and 4.4% disagreed. 56% of the participants strongly disagree that there is adequate equipment in attorney general, and also 39% are disagreed. 39% of the respondents strongly disagreed and 52% disagreed that there is sufficient staff to cover the work. Under work load is manageable 30.4 were strongly disagreed and 35.2% disagreed.

5.1.2 Organizational justice

Based on the response 30.68% and 60% of the respondents were strongly disagreed and disagreed about the presence of fair and proper rules and procedures to evaluate performance. 52% or majority of the respondents disagreed that the organization really inspires its employees in the way of job performance, followed by 25.9 who strongly disagreed.

Among the respondents 43.4% are disagreed about their future hope of getting better benefits, followed by 33.9 % who were strongly disagreed. 39% of the respondents were strongly disagreed about the statement qualification and experience were used to promote employees, followed by 34.7% who disagreed. From 250 respondents 120 (47.8%) were strongly disagreed that they were not pleased in attorney general.108 respondents (43%) were also disagreed. 35.1% of the respondents strongly disagreed that payment appreciate performance and experience and51 % were disagreed. 43.8% of respondents disagreed about the presence of freedom, followed by 38.6% strongly disagreed.

5.1.3 Organizational politics

51.8% of the respondents disagreed about the question whether organization trusted by its employees and 26.3% strongly disagreed. Among 250 respondents 130(51.8) of the respondents disagreed,54(21.6%) strongly disagreed about the statement of promotion & performance evaluation are conducted fairly without favoritism and bias.51% of the respondents strongly disagreed about the presence of prevalent career development and 25.9% disagreed.52.2% of the respondents strongly disagreed,43% of the respondents disagreed that resource allocation in attorney general is fair and no scarcity. 120 respondents (47.8) strongly disagreed and 43% disagreed, about the presence of clear and consistent pay and promotion policies.

5.1.4 Organizational culture

From 250 respondents 36% 0f the respondents are strongly disagreed, 30% of the respondent disagreed that the organization builds its identity in the way which can be easily interacts with other stake holder. Among 250 respondents 39.4% of the respondents strongly disagreed and 38.6% disagreed about the statement employee's good work and success were recognized by attorney general. 56% of the respondents are disagreed and 21% are strongly disagreed about the statement of attorney general creates feeling of engagement and connectedness with employees. Based on the result 30% of the respondent's strongly disagreed and 21%disagreed about the statement of the presence of hard criteria against job performance evaluation.

5.1.5 Reward and benefit

The result revealed that 43% of the respondents are strongly disagreed, 47% are disagreed about the statement which states that there is sufficient salary and monitory incentives. From 250 respondents 78% of the respondents were strongly disagreed, 21% of the respondents were disagreed to the statement insurance coverage provided by attorney general is sufficient. 69.3% of the respondents strongly disagreed about the statement of allowances are sufficient, 30% of the respondents disagreed. Respondents of 47.4% were disagreed and the remaining 47.8% were strongly disagreed about the question of recognition of employee's success, development of skill and improvement of quality of life is the concern of the organization.

5.2 Conclusion

This research has pointed out to the existence of several factors that contribute to the employee turnover rates in the Federal Attorney General of Ethiopia. These factors were poor working environment, absence of developed organizational justice, negative organizational politics, and absence of good organizational culture, inadequate reward and benefits.

From the result the researcher concluded that all the five factors caused turnover of employees but with a different degree of importance. Absence of safe and open environment, absence of adequate equipment and staff, absence of motivational factors degrade employee's engagement and connectedness with the organization. Performance and promotion were not conducted with a clear procedure and fairly, this made best performers not to be recognized, employee not to be pleased and loss their future hope of getting better benefits. Salary, allowances and insurance coverage were not sufficient but in relation with other factors it had less effect

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For all factors of turnover majority of respondents agreed the presence of these factors of turnover in Federal Attorney general of Ethiopia. Almost all of the respondents were young and productive age groups, majorities had a work experience of 1-3 and 4-6 but only 22 of the respondents had 10 years and above. These shows all the five factors of turnover under study (organizational justice, culture, politics, working environment and reward and benefits) were causes of turnover in Attorney general.

From result of intention to leave, it is clear that this problem remains unsolved. It is therefore prudent for the organization to look to each factor of turnover and retention before losing skilled personnel.

5.3 Recommendations

This part of the research project will provide a convincing conclusion that sums up the findings deduced throughout the entire study. The findings of the questionnaires used in this research identified main reasons behind employee turnover. The reasons were working environment, organizational justice, organizational politics, organizational culture and reward and benefits. The following recommendations are forwarded to address the problem of turnover.

►The federal attorney general needs to build conducive working environment, which is safe, open, with having sufficient equipment and staff members to make employees to be pleased and efficient.

►The organization would better design clear, consistent and fair strategies which are capable of evaluating performance, promoting qualified and experienced employees. Thus employees feel free, inspired or motivated and exert their potential to perform more.

►The organization needs to give due attention for career development opportunities, recognition of best performers and satisfaction of employees.

►Attorney General has to build strong trust between employees and immediate supervisors with employees through avoiding favoritism and bias in promotion and performance evaluation. Thus employees will have trust on the organization and want to stay in the organization.

►Attorney general needs to create feeling of engagement and connectedness with employees in order to make them honored and important to the organization.

►Providing sufficient salary packages, allowances and insurance coverage which can retain employees should be the concern of the organization

►Factors of turnover causes employees plan to leave the organization, from the result of turnover intention of employees 96% of respondents have an intention to leave, though attorney general should design retention mechanisms.

►Attorney General has to focus on creating conducive working environment, developed organizational justice and culture, positive organizational politics and adequate reward and benefit system to retain skilled and experienced employees.

►Even though hiring new employees are possible; retaining experienced and skilled man power make the organization to attain is main mission of law enforcement.

Recommendations for Future Research

 This research project focused entirely on studying the federal attorney general offices and only on prosecutors and did not include past employees of the organization. Other research projects could be launched aimed at studying other public sector organization. There could also be further study by including supporting staff employees and past employees of federal attorney General. In addition other factors of turnover could also be the subject of the study.

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Appendix

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Questioner to be filled by Employees of Federal Attorney General

The aim of this questionnaire is for preparing a thesis on the title of an investigation of factors for employees' turnover of Federal Attorney General.I kindly inform you that,the information you provide will be consumed for academic purpose only. I kindly request you to honestly respond to the questions. Your genuine answers will greatly contribute to the quality of the study. Your identity will be anonymous and your responses will be for research purpose and kept confidentially.

Best Regard

PART- A

Respondents Background

Please mark √ for your answer in the box provided

1. Gender□ male □female

2. Age□ 30 years and below □ 31—40 □ 41-50 □51 and above

3. Level of education- □ LLB□ LLM □ PHD □OTHERS -------------------------------

4.Experience;-□ less than 1Year □1-3years

□4-6 years □6-10 years □ more than 10 years

PART- B

1. The Statements below are related to working environment and turnover of employees within the Federal Attorney general.Please indicate how strongly youagree or disagree withthe statements.

No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	The working environment is safe,					

No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
	open and trust worthy					
2	pure drinking water and restrooms are provided at work place					
3	There isadequate equipment to do the job.					
4	There are sufficient staff to cover the work					
5	Work load is manageable in the organization					

2.The statements below are related to organizational justice and commitment and turnover of employees in the Federal Attorney General. Please indicate how strongly you agree or disagree with the statements.

No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	.The Rules,procedures and policies used toevaluate your performance are very proper and fair.					
2	This organization really inspires the very best in the way of job performance.					
3	Your future hope of getting better benefit made You to stay at this organization.					
4	Qualification and experience are considered to promoting employees.					
5	You stayed in the organization because you are pleased					
6	The payment appreciates experience and performance.					
7	You feel freedom while working.					

2. The statementsbelow are related to organizational politics and commitment and turnover of employees in the Federal Attorney General. Please indicate how strongly you agree or disagree with the statements.

	statements	Strongly disagreed	Disagree	Neutral	Agree	Strongly agree
1	Your organization is trusted by employees.					
2	Performance evaluation and promotion are conducted fairly without favoritism and bias.					
3	There are prevalent career development opportunities in the organization.					
4	Resource allocation in the organization is fair and no scarcity of resources.					
5	Pay and promotion policies are made consistently and it's clear and welldefined.					
6	The organization really gives about the wellbeing, careerdevelopment and satisfaction of employees.					

3. The statements below are related to organizational culture and commitment and turnover of employees in the Federal Attorney General. Please indicate how strongly you agree or disagree with the statements.

No	Statements	Strongly disagreed	Disagree	Neutral	Agree	Strongly agree
1	Your organization builds its identity in the way which can be easily interacts with other stake holders and media and the publics.					
2	Your good work and success will be recognized by the organization.					
3	Your organization creates feeling of engagement and connectedness with you.					
4	There are hard criteria against which job performance is measured.					

5.The statements below are related toreward andbenefits and turnover of employees in the Federal Attorney General. Please indicate how you strongly you agree or disagree with the statements.

No	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1	Salary package monitory incentives are sufficient.					
2	Insurance coverage provided by the organization is sufficient.					
3	Allowances are sufficient.					
4	Recognition of employee'ssuccess,development of employee skills and improvement of employee quality of life is the real concern of the organization.					

PART- C

1-Do you intend to leave the organization?

☐Yes   ☐No