



**ST. MARY'S UNIVERSITY SCHOOL OF
GRADUATE STUDIES**

**CAUSES AND CONSEQUENCES OF EMPLOYEE
TURNOVER IN INTERNATIONAL MEDICAL CORPS
ETHIOPIA MISSION**

**BY
SINDE MESKELU BALCHA**

June 2019

Addis Ababa, Ethiopia

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**A thesis submitted to St.Mary's University College, school of graduate studies
in partial fulfilment of the requirement for the Degree of Master of Business
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DECLARATION

I, the undersigned, declare that this thesis is my original work, prepared under the guidance of Abraraw Chane (PhD). All sources of materials used for the work have been duly acknowledged. And I further confirm that the thesis has not been submitted either in part or in full to other higher institution for the purpose of earning any degree.

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St. Mary's University College, Addis Ababa

June 2019

ENDORSEMENT

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

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June 2019

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ABSTRACT

This research is aimed at assessing the causes and consequences of professional employee international Medical Corps considering personal, pull and push factors as causes of turnover and separation and hiring costs, team cohesion, patient satisfaction, quality of services, productivity and workload and burnout as consequences of turnover. Respondents were only professional employees (existing and those quitted their job) who are on and above Officer position. The employee was categorized into three strata, namely employees on the job, employee who already quit their job and vital employees who are responsible for coordinating project activities and managing employees at the five field Offices who have a direct relation with human resources of the organization. Thus, stratified convenient sampling method was employed and 173 respondents were selected from 305 employee who are on the job and who quitted. The response rate was 85%. Quantitative and qualitative approaches were employed. Interview data generated qualitative data and the questionnaire responses generated quantitative data. Descriptive summary was used for quantitative data analysis. The findings of the study revealed that most of personal factors are not the vital causes for turnover but not misbehavior of boss and what they expect from the job was not available. The study reveals that employees who quitted their job, the actual causes from personal factors are disliking personality of their boss and unavailability of what they expected from job. From this one can conclude that employees who have leading role lacks leadership skill and the role of each employees lacks clarity. From pull factors, they have mentioned that availability of high salary elsewhere, more financial benefits, career advancement, less work load and availability of higher education support are crucial causes made them to leave the organization and also and the value and more respect other organizations has for their employee made them to quit their job. From this the researcher concluded that the organization benefit package is less than other NGOs and no professional advancement in the organization plus there is high workload. Regarding push factors, employees quitted their job said that they quitted their job due to less fringe benefits, lack of freedom, absence of career advancement, more work load, absence of work life balance, misbehavior of bosses and absence of justice and fairness when compared with other similar organization working in the area. The study has also revealed that turnover negatively affect completion of projects as planned, increases recruitment and on boarding costs, increase pressure on existing employee which leads them to burnout, reduce the time devoted to program quality, lowers level of team cohesiveness and leads to dissatisfaction of beneficiaries, partner organization, donors and regulatory bodies. The study concluded with the recommendation to the senior management of the organization to improve factors that could be controlled by the organization and reduce turnover and to have staff retention strategy.

Key word – Employee turnover, Causes and Consequences

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ACRONYMS

IMC -----International Medical Corps

Admin & HR-----Administration and Human Resources

BA-----Bachelor of Arts

HRM-----Human Resources Management

HR----- Human Resources

NGOs-----Non-Governmental Organizations

SPSS-----Software Package for Social Science

PF-----Personal Factors

Pf-----Pull factors

pF-----Push Factors

CHAPTER ONE

INTRODUCTION

1.9 Background of the study

It is obvious that employers are competing each other in the labor market to get an efficient, creative and innovative employees in order to sustain their competitive advantage. And, a well-managed employer tries to monitor the turnover rate, identify and manage causes for turnover as the major goal is to minimize turnover and the costs of replacing employees to increase effective and efficient way of accomplishment of their objectives.

In the year 2014 a research paper release by Dr.T.N. Sreedhara and a research scholar Divya M.S on examining HR challenges of NGOs and argued employee retention as a severe challenge for NGOs. As it is described on the research paper, employee turnover has always been a matter of concern for almost all organizations.

Moreover, a news released on November 11, 2018 - Forbes Media LLC on the headlines “Why Employees Are Quitting their jobs More Than Ever Before” states the employee turnover is an incredibly expensive problem, the reasons and a comment left to all hiring managers, recruiter, or people managers to be careful about the employee who are leaving.

As it is cited on the research done in title “Employee Turnover and Retention in Non-Profit Organizations” many studies have used turnover as a criterion to evaluate the effectiveness of various organizational processes, such as selection (Barrick and Zimmerman, 2005; Meglino et al., 2000), training (Glance et al., 1993) and coaching/ mentoring (Lankau and Scandura, 2002; Luthans and Peterson, 2003; Payne and Huffman, 2005). Thus, understanding the factors that influence turnover gives organizations the opportunity to reduce selection and training costs, increase employee morale and customer satisfaction, and enhance organizational productivity.

International Medical Corps is one of a Global Humanitarian Organization facing this challenge. International Medical Corps is dedicated to saving lives and relieving suffering worldwide through health care training, relief and development Programs. Established in 1984 by volunteer doctors

and nurses, International Medical Corps is a private, voluntary, non-political, non-sectarian organization and works with Global mission of “**From Relief to Self-Reliance**”..

Since 2003, International Medical Corps Ethiopia has implemented extensive programs in food-insecure areas throughout Oromia, Somali and Southern Nations, Nationalities, and People’s Regions of Ethiopia, assisting both refugees and local communities to drive their own sustainable development by capacitating local health and food security structures including employees through technical, material (medical supplies and equipment) and logistical support to provide accessible and appropriate health care and timely responses in the areas of Primary Health Care, Nutrition, Reproductive Health,

International Medical Corps Ethiopia currently responds to the emergency needs of refugees in Somali Region at Dollo Ado and Gambella in five refugee camps at each region. In the refugee camps, International Medical Corps Ethiopia works with all actors including government and non-governmental agencies engaged in humanitarian efforts as well as refugee community associations, to reduce morbidity and mortality, among malnourished children, pregnant and lactating women, women of reproductive age and other vulnerable communities in the respective areas of intervention.

According to Human Resource report of the organization IMC Ethiopia has over 554 employees as of December 31, 2018. As per the report, many employees have left in the past three years. In International Medical Corps, as there is no study done before to know causes of turnover, the management is not sure of the major cause; whether it is internal, external or personal. Unhealthy and increasing rate of employee turnover is an indicator of huge loss for an organization and might have high relationship between organization’s retention practice if there is any.

As turnover is a challenge for all organizations, it is a concern for International Medical Corps as well, the researcher has studied the causes and consequences of turnover in International Medical Corps .

1.10 Statement of the problem

Many researchers’ states that understanding a problem is half way of getting the solution for that specific problem. As per the annual report of the organization employee turnover rate is increasing from the year 2016 to 2018. Voluntary turnover rate in the organization indicates that 12%, 14%,

and 15% from the year 2016, 2017 and 2018 respectively. Scholars like Derik T., et al (2013) advocates that for some organization's turnover rates in excess of 10% are likely to causes damage to an organization. Turnover is calculated as follows per to David G (2008) after getting the organization's employee data in the consecutive years.

$$\text{ToR} = \frac{\text{Number of employees leaving} \times 100}{\text{Average Number of employees}}$$

In Non – Profit organizations like International Medical Corps , efficient and effective project implementation is a key performance indicator for all projects undertaken by the organization. However, this might not be easy as it depends on several factors. Employee turnover is one of the factors considered to be an obstacle for efficient and effective implementation of the projects.

As per the organization's HR report, from five project -closeout reports that runs for the past 11 to 36 months indicates that, one of the major reasons for not timely accomplishing the project activities within the specified project period and quality is, employee turnover which disrupted activities of the project.

Diviya, M. S (2014) indicated that it is possible to reduce turnover problem in a workplace only when the organization take initiative as an employer and implement effective strategies relating to human resource aspects. On the contrary negligence of these Human Resource concepts might causes a huge loss.

According Frontera (2007) the factors responsible for low employee motivation and high turnover, as revealed through the research are low salary, restructuring and job insecurity, increased employment opportunities elsewhere, issues of personal safety and security, lack of respect and appreciation, under employment, lack of development opportunities, work culture within the workplace and non-alignment of values.

Employees are still quitting their job from International Medical Corps and the major causes for the turnover ignored or misunderstood by the management and also policy measure not taken. As a member of the organization, these problems are witnessed by the researcher and initiated for this research work.

1.11 Research question

The research mainly questions the causes and consequences of employee turnover in International Medical Corps. The specific research questions are:

- What are the causes of employee turnover in IMC?
- What are the opinions of existing employees regarding staying in their job?
- How employee turnover is affecting IMCs programs or project implementation?
- How International Medical Corps is managing employee turnover?

1.12 General Objective of the Study

The study is mainly aimed at assessing the causes and consequences of employment turnover in International Medical Corps.

1.13 Specific Objective of the study

- Identify the causes of employees' turnover in IMC;
- Analyze the turnover intention of the existing employees in IMC
- Analyze the consequences of employees' turnover in IMC.
- Assess the existing employee retention mechanism in IMC.

1.14 Significance of the study

This research is intended to identify the causes and consequences of employee turnover in International Medical Corps. This research work has a significant effect in broadening general understanding of the causes of employee turnover and its consequence on organizational performance for hiring managers, Senior country leadership and project managers.

Moreover, this research will help Senior Management Team by paving the road to understanding the causes of employee turnover and its consequence, suggesting solution to reduce turnover.

The research depicted the factors that caused the turnover of employees of the organization and the consequences as well. These findings are assumed to give information towards taking corrective actions by the Senior Management Team and donors as well.

Thus, it is believed that this research will serve as a ground for further studies to be carried out in this subject.

1.15 Scope of the study

The research aimed at examining the causes and consequences of employee turnover. The study is bounded only on voluntary turnover of professional employees in International Medical Corps – Ethiopia Mission. This is because, most of the time, the employment contract period for the non-professional employees is for short term as they are recruited being project specific but not for professional employees.

The independent variables considered include personal factors, push factors and pull factors. These are conceptualized as causes of employee turnover. The employees' turnover and its consequence on the work of the organization are taken as dependent variables.

In terms of time frame, the study focused on professional employee turnover from the year 2016 - 2018 to show the trends in employee turnover at International Medical Corps.

1.16 Limitation of the Study

In conducting this study, the researcher faced limitations like reluctance of few respondents, even though majority of them replied in a well manner, to fill the questionnaire and conduct interview which is crucial for the realization of the study on time. Also, the finding of the study is applicable only for professional employees even though different experts level employees and nonprofessionals exists in the organization.

1.17 Organization of the study

The Study is divided into five chapters and an appendix section. The first chapter mainly provides a brief introduction about the area of the study, the basis for the study, the rationale for using qualitative and quantitative research methods, statement of the problem, and the research questions.

Chapter two presents a comprehensive review of the literature which includes definition of turnover, its causes, consequences, types and benefits, empirical findings of different researchers and finally conceptual framework of the study.

The third chapter describes the research methodology including research design, population and sample size, types of data to be utilized, instruments used to collect data, how data was analyzed, and potential ethical issues must be taken into consideration.

Chapter four presents and highlights the results of the data analysis. The data was described and analyzed in detail along with the themes that emerged from each data. The last chapter, chapter five presents conclusions, and recommendations.

Operational Definitions

Professional Employees: - refers to workers employed by the International Medical Corps who are on Officer level and above as per the organization job standard.

Non-Professional Employees – refers to unskilled workers employed by International Medical Corps who are below Officer level as per the organization job standard.

Organization – refers to International Medical Corps.

CHAPTER TWO

LITERATURE REVIEW

2.5 Theoretical concept

This chapter provides a review of related literature in the area of causes of employee turnover and its consequences. The first part of the chapter begins with a review of literature on concepts/theoretical framework, defining turnover and consequence followed by the discussion on factors affecting employee turnover and its consequence on the organization.

In any organization the importance of people is enormous as they support in developing the organization's objective and achievements for which organizations are recognized for.

2.5.1 Definition of Employee Turnover

Employee turnover, as defined by Hom and Griffeth (1994), is 'voluntary terminations of members from organizations. Loquercio et al. (2006) observed that employee turnover is the proportion of employees leaving in a given time period but prior to the anticipated end of their contract. According to Singh et al. (1994), employee turnover is the rate of change in the working employees of a concern during a defined period. Ivancevich and Glueck (1989) opine that employee turnover is the net result of the exit of some employees and entrance of others to the organization. Kossen (1991) defined turnover as the amount of movement in and out (of employees) in an organization.

Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi and Hollman, 2000). Employees turnover that can occur in any organization might be either voluntary or involuntary. Voluntary turnover refers to termination initiated by employees while involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer-initiated termination. (Heneman, 1998). Turnover is referred as an individual's estimated probability that they will stay or not stay in an employing organization (Cotton and Tuttle, 1986). A number of terms have been used for employee turnover, such as quits, attrition, exits, mobility, migration or succession (Morrell et. al, 2004).

The term “turnover” is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Frequently, managers refer to turnover as the entire process associated with filling a vacancy: Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained. This replacement cycle is known as turnover Woods, (1995) as cited by Henery Ongori (2007).

Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between states of employment and unemployment (Abassi S. and Hollman K. (2000) as cited by Henery Ongori, (2007).

The study of employee turnover is important because it relates to manpower planning of the organization. It is the prime function of a personnel manager to identify where and when the employee is leaving the organization and ensure the vacancies so caused are kept filled. Turnover has an adverse impact on productivity. High rate of turnover leads to increased cost on recruitment, selection and training the employees. It also causes disruption in production due to various posts remaining vacant over a long period of time. It should be borne in mind that employee turnover should be kept zero if possible, apart from planned turnover. This would ensure smooth functioning of the organization, sticking to the production schedules that will ultimately have a positive impact on sales revenue. Greater turnover leads to extra expenses in terms of time and efforts that could be avoided. Social scientists and management experts feel that employee turnover to some extent is good for the health of the organization. They feel that due to employee turnover, new opportunities are created to the individuals, certain number of undesirable individuals can be replaced, new blood with higher skills, fresh ideas and motivated people can be inducted, who may have a vision and give a new look to the organization.

2.5.2 Types Employee Turnover

Turnover of employees could be voluntary or involuntary. Voluntary turnover takes place when an individual, leaves an organization to join another, where he/she believes that there may be better prospects or opportunities for growth. Apart from the above, an individual may leave the organization purely on administrative grounds like new organization being close to the residence, availability of schools in the new area etc.

Involuntary turnover refers to permanent withdrawal of an employee from the organization at the organization's will. This turnover may be planned or unplanned. Persons leaving organization on retirement is a planned turnover because the management knows well in advance as to the date of retirement, Kondalkar, (2007).

According to David (2007) the first important distinction in turnover is between voluntary and involuntary. Voluntary and involuntary turnover require distinctly different management techniques. Voluntary turnover is initiated by the employee; for example, a worker quits to take another job. Involuntary turnover is initiated by the organization; for instance, a company dismisses an employee due to poor performance or an organizational restructuring.

Furthermore, he states that to manage voluntary turnover in an organization, we need an in-depth understanding of why employees leave or stay with organizations in general, as well as strategies for managing turnover among valued workers in your company.

Another important distinction is between functional and dysfunctional voluntary turnover. Dysfunctional turnover is harmful to the organization and can take numerous forms, including the exit of high performers and employees with hard-to-replace skills, departures of women or minority group members that erode the diversity of your company's workforce, and turnover rates that lead to high replacement costs. By contrast, functional turnover does not hurt an organization. Examples of this type of turnover include the exit of poor performers or employees whose talents are easy to replace.

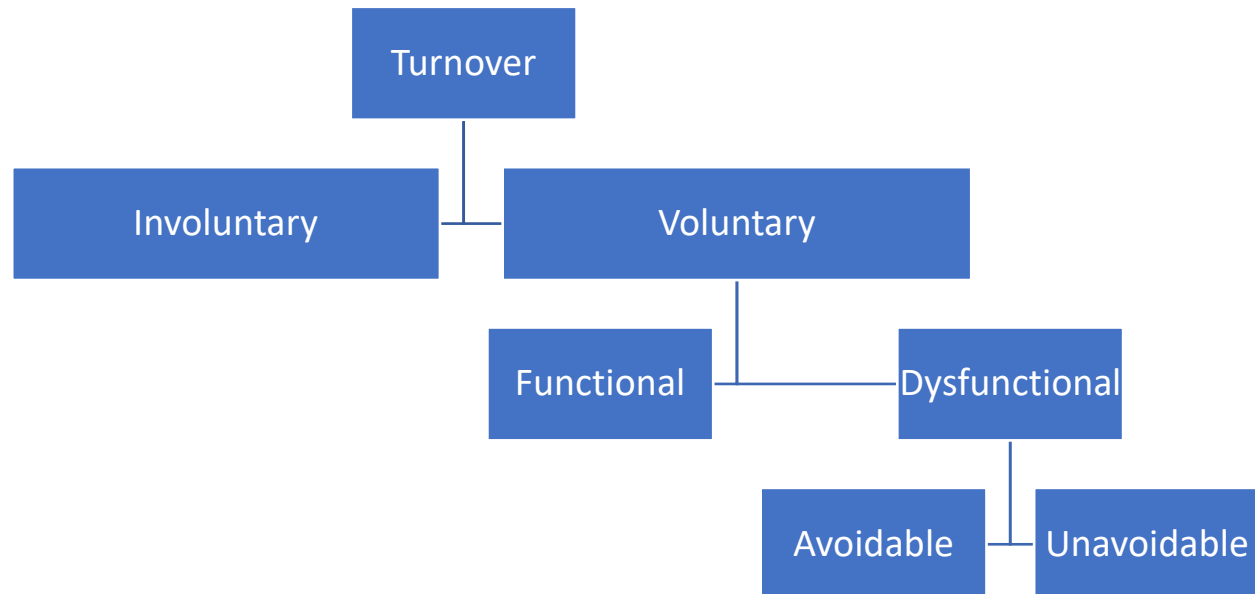
To manage voluntary turnover in an organization, we need an in-depth understanding of why employees leave or stay with organizations in general, as well as strategies for managing turnover among valued workers in our organization.

Kraft (2014) stated that employee turnover is a natural part of doing business. And there are costs associated with the process, but when companies control the turnover, they can also control the costs and states that the difference between functional and dysfunctional voluntary turnover is based on how the company is impacted when employees decide to leave.

This distinction between functional and dysfunctional turnover is relative. What makes an employee valuable and difficult to replace will vary by job, organization, industry, and other factors.

A high turnover rate may be more dysfunctional in an industry characterized by skills that are rare to supply. Moreover, the question of whether the benefits of retaining a valued worker are worth the costs may generate a different answer in some companies than in others, depending on the organization's strategy and the current labor market.

Figure 2.1: Types of Employee Turnover



Source: David G. Allen 2007,p,2 (Retaining Talent)

2.5.3 Causes of Employee Turnover

According to different authors employee turnover reasons basically occurs for different reasons, that can be due to unhappiness of an individual employee, from job environment or both.

As stated by Armstrong (2009), more pay, better prospects, more security, more opportunity to develop skills, better working conditions, unable to cope up with jobs, poor relationships with manager/team leader, poor relationships with colleagues, bullying or harassment, personal (pregnancy, illness, moving away from area, etc.) are the different possible reasons for employee's turnover.

There are also other factors which make employees to quit from organizations and these are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation system in the organization and toxic workplace environment Abassi et al. (2000) as cited by Ongori 051.

According to Shah et al. 2010, p.169 review of various research studies indicated that employees resign for a variety of reasons and are classified in to four factors Demographic, personal, push and pull factors.

2.5.3.1 Demographic Factors: Various studies focus on the demographic factors to see turnover across the age, marital status, gender, number of children, education, experience, employment tenure.

2.5.3.2 Personal Factors: Personal factors such as health problem, family related issues, children education and social status contributes in turnover intentions. However, very little amount of empirical research work is available on personal related factors. There is another important variable “Job-Hopping” also contributes in turnover intentions. When there is a labor shortage, employees have plenty of jobs available. Consequently, they can afford to switch jobs for a few extra dollars. Many employees are believed to job-hop for no reason or even for fun. For example, an employee changes his or her job because some of his or her friends or relatives have done so. Employees may job-hop over trivial things such as a dislike for the hairstyle of the boss. Or, if an employee faces a minor problem (e.g., minor disagreement with the boss or other colleagues), he or she may simply resign (Debrah, 1993:1994). Unrealistic expectation of employee is also an important personal factor which contributes in turnover. Many people keep unrealistic expectations from organization when they join. When these unrealistic expectations are not realized, the worker becomes disappointed and they quit. One of the personal factors which have been missed in many research studies is the inability of employee to follow organizations timings, rules, regulations, and requirement, as a result they resign. Masahudu (2008) has identified another important variables “employers’ geographic location” that may determine turnover. The closeness of employees to their families and significant others may be a reason to look elsewhere for opportunities or stay with their current employers. For instance, two families living and working across two time zones may decide to look for opportunities closer to each other.

2.5.3.3 Push Factors / Controlled Factors: Push factors are aspects that push the employee towards the exit door. In the literature it is also called controlled factors because these factors are internal and can be controlled by organizations.

According to Loquercio (2006) it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most employees has a preference for stability. However, some time employees are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. On the basis of available literature, push factor can be classified into:

a) Organizational Factors:

There are many factors which are attached with an organization and work as push factors for employees to quit. Among them which are derived from various studies are: salary, benefits and facilities; size of organization (the number of employees in the organization); location of the organization (small or big city); nature and kind of organization; stability of organization; communication system in organization; management practice and polices; employees' empowerment. There is another push variable called organizational justice. According to Folger and Greenberg (1985), organizational justice means fairness in the workplace. There are two forms of organizational justice: distributive justice, which describes the fairness of the outcomes an employee receives; and procedural justice, which describes the fairness of the procedures used to determine those outcomes.

b) Attitude Factors: In the literature, attitude is another kind of push factor which is mostly attach with employee behavior. Attitude factors are further classified into **job satisfaction and job stress**. Job satisfaction is a collection of positive and/or negative feelings that an individual hold towards his or her job. Satisfied employees are less likely to quit.

c) Job satisfaction is further divided into **extrinsic factors and intrinsic factors**.

- Extrinsic factors include variables such as job security, physical conditions/working environment, fringe benefits, and pay.
- Intrinsic factors include variables such as recognition, freedom, position advancement, learning opportunities, nature, and kind of job and social status (workers with a high hierarchical position who link their social position with their job want to retain it). Job stress includes variables such as role ambiguity (e.g. my job responsibilities are not clear to me), role conflict (e.g. to satisfy some people at my job, I have to upset others), work-overload (e.g. it seems to me that I have more work at my job than I can handle) and work-family conflicts (e.g. my work makes me too tired to enjoy family life).

d) Organizational Commitment: There are many factors which are attached with employee and organization and work as push factors for employee to quit. Organizations are

interested in not only finding high performing employees, but those who will be committed to the organization. Similarly, employees are also interested to work in an organization which is committed to pursue their carriers and benefits. Organizational commitment is recognized as a key factor in the employment relationship and it is widely accepted that strengthening employment commitment, reduce turnover (Mohammad, 2006). Johns (1996) defines organizational commitment as “an attitude that reflects the strength of the linkage between an employee and an organization.” Ugboro (2006) identified three types of organizational commitment: affective, continuance and normative.

Affective commitment is employee emotional attachment to the organization. It results from and is induced by an individual and organizational value congruency. It is almost natural for the individual to become emotionally attached to and enjoy continuing membership in the organization.

Continuance commitment is willingness of employee to remain in an organization because of personal investment in the form of nontransferable investments such as close working relationships with coworkers, retirement investments and career investments, acquired job skills which are unique to a particular organization, years of employment in a particular organization, involvement in the community in which the employer is located, and other benefits that make it too costly for one to leave and seek employment elsewhere. And Normative commitment is induced by a feeling of obligation to remain with an organization.

According to Ongori (2007), organizational commitment is an affective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

2.5.3.4 Pull Factors (Uncontrolled Factors)

Pull factors are those reasons that attract the employee to a new place of work. In some papers pull factors are named as uncontrolled factors because it is out of the control of organizations. Various pull factors derived from literature are: high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, life-work balance, more freedom/autonomy, well reputation of organization, vales, more benefits, good boss.

Frontera (2007), found factors responsible for low employee motivation and high turnover, as revealed through the research, are low salary, restructuring and job insecurity, increased employment opportunities elsewhere, issues of personal safety and security, lack of respect and appreciation, under employment, lack of development opportunities, work culture within the workplace and non-alignment of values.

This is also supported by Amy Hisson, (2009) the most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Those who are desperate for a job may take the first one that comes along to carry them through while searching for better paying employment.

Unequal or substandard wage structures fall under this category as well. " When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal." (Handelsman, 2009) According to Stephen A. Laser, author of Dealing with the Problem of Employee Turnover, " Most people feel that the major cause of employee turnover is the issue of salary. While there is some support for this view, its importance has been greatly exaggerated; it is widely held because individuals frequently cite salary as their excuse for leaving, making the organization and its pay scale a convenient target for employee frustrations. This is largely due to the fact that few workers want to give more personal reasons for leaving and thereby risk the possibility of not receiving a good reference at a later date.

Another reason that employees leave is because of the lack of benefits available to them through the company in which they work. High employee turnover could also be due to no potential opportunity for advancements or promotions. Employees prefer other companies which may provide them with higher posts and increased compensation packages. (Rampur, 2009).

Lack of opportunity for advancement or growth can cause a high turnover rate for any organization. "If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most

seasoned employee needs to be told what he or she is doing right once in a while." (Shamsuzzoha, 2007).

Some employees jump from company to company because they prefer a working environment that is suitable for them. "If working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long." If an employee finds an appropriate work environment which is suitable for them in a specific company, they may work in that same organization for several years. (Handelsman, 2009)

Another reason that employees may leave an organization is due to the lack of projects or assignments that do not require their full potential. " Employees would certainly leave if they don't get experience and are just placed on the 'bench'. There are many more causes which contribute to employee turnover; such as lack of employee motivation, work pressure, job stress, partiality and favoritism, employee egos and attitudes, poor employee management." (Rampur, 2009)

A bad match between the employee's skills and the job can also be a reason for an employee to leave an organization. "Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit. Inadequate information about skill requirements that are needed to fill a job may result in the hiring of either under skilled or overqualified workers." (Handelsman, 2009).

Similarly, David Loquercio, Push and Pull factors of employee turnover are categorized to better understand what causes employees turnover, it is helpful to describe 'push' factors, which cause individuals to look for another job (for example, dissatisfaction with working conditions) and 'pull' factors, which draw employees towards another organization (for example, higher salary or better benefits).

Generally, high salary, career advancement, job security, good location of company, better culture, and work life balance, reputation of organization, more benefits, good bosses and new challenge and interesting work are pull factors derived from literature.

2.5.4 Effects of employee turnover

According to Ongori (2007) Employee turnover is expensive from the view of the organization. Voluntary quits which represents an exodus of human capital investment from organizations Fair (1992) and the subsequent replacement process entails manifold costs to the organizations. These replacement costs include for example, search of the external labour market for a possible substitute, selection between competing substitutes, induction of the chosen substitute, and formal and informal training of the substitute until he or she attains performance levels equivalent to the individual who quit John (2000). Addition to these replacement costs, output would be affected to some extent or output would be maintained at the cost of overtime payment.

The reason so much attention has been paid to the issue of turnover is because turnover has some significant effects on organizations (DeMicco and Giridharan, 1987; Dyke and Strick, 1990; Cantrell and Saranakhsh, 1991; Denvir and McMahon, 1992). Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly (Hogan, 1992; Wasmuth and Davis, 1993; Barrows, 1990). Hogan 1992, nearly twenty years ago the direct and indirect cost of a single line employee quitting was between \$ 1400 and \$4000. Turnover has many hidden or invisible costs Philips (1990) and these invisible costs are result of incoming employees, co-workers closely associated with incoming employees, co-workers closely associated with departing employees and position being filled while vacant. And all these affect the profitability of the organization. On the other hand, turnover affects customer service and satisfaction Kemal et al. (2002).

Research estimates indicate that hiring and training a replacement worker for a lost employee costs approximately 50 percent of the worker's annual salary (Johnson et al., 2000) – but the costs do not stop there. Each time an employee leaves the firm, we presume that productivity drops due to the learning curve involved in understanding the job and the organization.

Furthermore, the Ongori 051 loss of intellectual capital adds to this cost, since not only do organizations lose the human capital and relational capital of the departing employee, but also competitors are potentially gaining these assets Meaghan et al. (2002). Therefore, if employee turnover is not managed properly it would affect the organization adversely in terms of personnel

costs and in the long run it would affect its liquidity position. However, voluntary turnover incurs significant cost, both in terms of direct costs (replacement, recruitment and selection, temporary employees, management time), and also (and perhaps more significantly) in terms of indirect costs (morale, pressure on remaining employees, costs of learning, product/service quality, organizational memory) and the loss of social capital Dessler et al. (2001).

2.5.5 Consequence of Employee Turnover

Different authors states that employee turnover is costly and the need to minimize employee turnover and related cost of employees' quitting their job. For example,

M. Armstrong (2010) indicated that what costs should be estimates of the cost of employee turnover that are useful as means of backing up a business case for taking action to reduce wastage. The following factors should be considered when calculating costs of turnover.

- Direct cost of recruiting replacements (advertising, interviewing, testing and so on);
- Direct cost of introducing replacements (induction cost);
- Direct cost of training replacements in necessary skills;
- Leaving costs – payroll and HR administration;
- Opportunity cost of time spent by HR and line managers in recruitment, induction and training;
- Loss of output from those leaving before they are replaced;
- Loss of output because of delays in obtaining replacements;
- Loss of output while new starters are on their learning curves acquiring the necessary knowledge and skills.

According to Adnan Iqbal (Dr.) (2010) the consequences of high turnover are both financial and non-financial. High turnover can be a serious hurdle to productivity, quality, and profitability at firms of all sizes. For the smallest of companies, a high turnover rate can mean that simply having enough employees to fulfill daily functions is a challenge, even beyond the issue of how well the work is done when employees is available (Johnson, 2009). According to Zed Ayesh, Managing Director, Flagship Consultancy: “Employee turnover has always been one of the invisible enemies of business in any growing economy; it is invisible because most costs associated with employees

turnover cannot be directly itemized in the profit and loss statement or reported at the end of the fiscal year" (Anonymous, 2008).

On the similar note it is stated that, Achoui and Mansour (2007) identified both positive and negative consequences of employee turnover. Negative consequences include cost both tangible like recruitment, selection, training and production lost and intangible cost like moral impact, workload impact and team performance disruption. Also, other negative cost associated with employee turnover is separation, replacement and both financial and non-financial. The financial costs mainly involve the cost of people's time, cost of materials and equipment, cash outlays, and productivity losses. The other costs are less discernable and harder to estimate but may entail large negative impacts on organizational effectiveness such as loss of customer, business and damaged morale (Heneman and Judge (2009).

Leaving the positive side of employee turnover high turnover rates can negatively affect a company and its employees in many ways. With the constant need to hire and train new employees, it is easy to veer from true mission and vision of the organization. By retaining employees, companies can provide a higher quality workforce that positively affects the bottom line. Businesses can lower turnover rates by providing adequate training, rewarding employees for a job well done and creating a company culture of trust.

In a study of employee's turnover conducted on an American NGO, International Relief Committee, the findings revealed that the causes of employee's turnover are a combination of factors. Family problems, poor leadership, dissatisfaction with the job, better opportunity in other organizations, dissatisfaction with the area, and educational opportunity are some of the causes (Debebe,2007). When humanitarian organizations like the IRC face high employee turnover they will be behind the schedule in utilizing budget and unable to implement quality programs for their beneficiaries. As a consequence, their relationship with donors, regulatory bodies and beneficiaries becomes questionable and existing employees will be stressed due to the additional responsibilities to cover the vacant posts (as cited by David Loquercio, 2006).

2.6 Empirical Evidences

Reducing turnover requires identifying and managing the reasons for both voluntary and involuntary turnover.

Managing voluntary turnover requires identifying its causes and then addressing them. Unfortunately, identifying why employees voluntarily leave is easier said than done. People who are dissatisfied with their jobs are more likely to leave, but the sources of dissatisfaction are many and varied.

According to Dessler (2013) many employers routinely administer attitude surveys to monitor employees' feelings about matters such as supervision and pay. Open door policies and anonymous hotlines help management identify and remedy morale problems before they get out of hand. Sometimes, analyzing the situation leads to simple solutions. For example, Walmart discovered it could significantly reduce voluntary turnover by providing aggressively realistic previews about the jobs demands and work hours. Then, having identified potential problems, the employer can take steps like the following to boost employee retention.

As per the example provided the consultants collected survey data from 262 U.S. organizations having a minimum of 1,000 employees. In this survey, the five top reasons high commitment/top-performing employees gave for leaving (ranked from high to low) were pay, promotional opportunities, work life balance, career development, and health care benefits. In contrast, employers ranked the top five reasons employees left as promotion, career development, pay, relationship with supervisor, and work life balance. Other reasons employees voluntarily to leave their job include unfairness, not having their voices heard, and a lack of recognition.

A Canadian study by Lum et. al. (1998, as cited by MINTRAC, n.d, p.3) assessed the impact of certain pay policies upon the turnover intentions of pediatric nurses. Two types of salary supplements were introduced which include bonuses to intensive care nurses only and a 5 per cent salary differential for all staff nurses – to reduce turnover. The supplements were structured in such a way as to have the most favorable influence on the senior staff nurses who were presumed to be the most experienced and those most valuable employees. Satisfaction with pay had both direct and indirect effects on turnover intent.

They found that although pay satisfaction (unlike job satisfaction) was significantly associated with reducing intended turnover, its indirect effect upon turnover intent, mediated through job satisfaction and organizational commitment was weaker. In particular, nurses with greater experience were more satisfied with their pay and were less likely to leave, which was the anticipated effect of the salary supplements. The anecdotal evidence showed that the senior nurses perceived the pay supplements to be an important recognition of their contribution to the organization.

Costs related to the leaving and replacement of employees can be considered to be costs of labor turnover. These embrace not only the costs of recruitment and selection. As Gaudet (2012, p.82) put forward a rather comprehensive list of turnover costs with items such as advertising, college recruiting, applicant's travel expenses, medical examinations and psychological testing, recruitment awards for employees, and 'hotel entertainment'. The costs of these items can be accounted for, and the same roughly holds for the loss of sales because of vacancies and higher average pay due to extra overtime. More difficult to estimate are the extra expenditures for training and learning contextual skills, because these include also the costs of coaching, supervision and the loss of quality and product output.

Even more complicated is the accounting for items like the loss of team productivity, the loss of effectiveness of informal communication and coordination processes and a decreased motivation of those employees who are left behind (Mobley, 1982, p.p.20-21).

Sailors & Sylvester (1994, p.32) estimated the costs of labor turnover to US companies "to be several billion dollars per year" of which 20 per cent consists of direct turnover costs and 80 per cent of costs that can be associated but are not directly visible.

High commitment requires long periods of training and socialization. Consequently, it will take more time before the break-even point between investments in human capital and the returns to these investments is reached. Therefore, in a context of high commitment the costs of labor turnover will be relatively high (ibid).

Study conducted by Derek (2006, p. 45) shows that employee turnover negatively affects the overall efficiency of the organization. If proper action is taken on employee workload, work stress, salary, job satisfaction, and work to family conflict, the turnover ratio is alternatively decreasing

and enhance the organizational performance. He found a positive relationship between employee turnover and organization efficiency and organizational development activities.

The findings Olivia Gialuisi (2012, p.44) revealed that voluntary turnover of key employees have a number of adverse consequences for small businesses, including, but not limited to, lowered productivity and disrupted business continuity. A lack of financial resources to retain staff and limited long-term career prospects, amongst other factors, were identified as common reasons for actual and intended turnover amongst key employees of the institution.

2.7 Analytical Framework of the Study

The aim of this research is to assess causes and consequences of professional employee turnover with a particular reference to International Medical Corps. The figure below shows the proposed conceptual framework developed by the researcher which is going to be thoroughly dealt in order to come up with relevant information.

Figure 2.1 Analytical framework of the study

Personal Factors	Turnover	→ Increased hiring & separation cost
		→ Burnout
Push Factors		→ Lack of cohesiveness
		→ Loss of talent and Knowledge
Pull Factors		→ Lack of Program quality and continuity
		→ Lack of Satisfaction of Beneficiaries, Regulatory bodies and Donor

Source: Adopted & modified by the researcher 2018

2.4 Hypothesis Construction

As indicated in this chapter and other related literatures, researchers confirmed the link between causes of employee turnover and its consequence on the employer side according to Ongori (2007).

This view results in developing the first hypothesis as indicated below.

H1: Causes for professional employee turnover doesn't have any consequence in International Medical Corps organizational performance.

H2: Causes for professional employee turnover have consequences on International Medical Corps organizational performance.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Description of the Study Area

The study conducted in an International Non-governmental organization called International Medical Corps - Ethiopia Mission, which started its work in the year 2003 GC in Ethiopia.

International Medical Corps is a Global Humanitarian Non-Profit Organization dedicated to saving lives and relieving suffering worldwide through health care training, relief and development Programs. Established in 1984 by volunteer doctors and nurses, International Medical Corps is a private, voluntary, non-political, non-sectarian organization and works with Global mission of **“From Relief to Self-Reliance”**.

Since 2003, International Medical Corps Ethiopia has implemented extensive programs in food-insecure areas throughout Oromia, Somali and Southern Nations, Nationalities, and People’s Regions of Ethiopia, assisting both refugees and local communities to drive their own sustainable development by capacitating local health and food security structures including employees through technical, material (medical supplies and equipment) and logistical support to provide accessible and appropriate health care and timely responses in the areas of Primary Health Care, Nutrition, Reproductive Health,

International Medical Corps Ethiopia currently responds to the emergency needs of refugees in Somali Region at Dollo Ado and Gambella in five refugee camps at each region. In the refugee camps, IMC Ethiopia works with all actors including government and non-governmental agencies engaged in humanitarian efforts as well as refugee community associations, to reduce morbidity and mortality, among malnourished children, pregnant and lactating women, women of reproductive age and other vulnerable communities in the respective areas of intervention.

International Medical Corps - Ethiopia Country Office is located at Meskel flower at Degife Building 1st floor. It has sub offices at five regional states i.e Somali, Gambella, SNNPR, Oromiya and Amhara regions in order to closely work with the respective regional government offices and other partner organization.

3.2 Research Design

The study used descriptive survey since the respondents were categorized in to two; professional employees currently on their job and also those who quitted their job. This research was designed for examining the causes and consequences of employee turnover in project implementation area.

The descriptive design used because the study was intended to make detailed description and analysis. As explained by Best and Kahn (2013, p.34) a descriptive survey method is used for research on conditions that exist, opinions that are held, process that are going on and effects that are evident or trends that are developing.

3.3 Research Approach

To achieve research objectives and answer the questions of the study, Mixed research design i.e both Quantitative and Qualitative research designs used. The mixed research design helped in gaining a complementary advantage in substantiating data and evidence.

The qualitative research focused on employee retention mechanisms and consequences of turnover. The researcher used Interview questions cross-checking results of the quantitative survey data.

3.4 Sources and Types of Data

To conduct this study, both primarily and secondary data collected.

Primary data gathered via dispatching closed-ended questionnaire to both existing employee and those who left the organization using their personal e-mail address, which was kept on the organization's Human Resource Information System called Cost Point.

It is International Medical Corps Policy to keep full detail contact address of each employee during their stay with the organization or by the time left with good performance to re-hire them. It is the policy of the organization to give chance for its former employees whenever there is any vacant position.

Also, qualitative data collected through preparing structured interview for two Program Coordinators, two Program Managers and HR/Admin Manager who based at each field offices to come up with consequences of turnover. These were selected due to the existence of large number of respondents as it will be very difficult to make interview with all of them.

The secondary sources used for this study was Project Completion Report, HR and Administration report of the organization.

3.5 Study Population

Target population of the study was International Medical Corps existing professional employees and professional employees who left the organization during the year 2018 (i.e the highest turnover rate recorded during the past three years) as getting response from employees who left the organization before a year might be difficult. As per the Admin & HR Manual of the organization, once someone joined IMC and served few months and left the organization with good record, it is the policy of International Medical Corps to give priority to its former employees whenever there is a vacant position. However, it is only for employees that were terminated under resignation, completion of a project or program constraints (with good performance result documented in their file) are eligible for re-hire.

Employees data information gained from the Human Resources department was the base to outline the target population. For the purpose of this research, as per the organization structure and job standard employees that are on the level of Officer and above are considered as professional employees, which is the sample frame of this study.

3.5.1 Sample and Sampling Techniques

The researcher categorized the respondents into three strata, namely employees on the job, employee who already quit their job and vital employees who are responsible for coordinating project activities and managing employees at the five field Offices (Dollo Ado, Gambella, East Hararghe, Wolayta Sodo and Addis Ababa) who have a direct relation with human resources of the organization and implementation of project activities.

Thus, stratified random sampling method used, due to their homogeneity of their task and this method guarantees representation of each sub group and used stratified sampling technique as it has the advantage in more accurately reflecting the characteristics of the population than simple random or systematic random sampling. Then proportionate sample size was drawn by convenient sampling method from each stratum in order come up with relevant findings.

International Medical Corps Human Resource Employee Database consists full names of employee who are currently working with complete contact address and also employees who has

already left the organization. Convenience sampling method applied to select respondents from each stratum of respondents i.e employees who are ‘currently on the job’ and those who quit their career during the year 2018.

3.5.2 Sample Size Determination

Estimation of sample size in the research will be using Taro Yamane (1973) model. The formula for estimating the sample size based on 95% confidence level needed from a given population was provided by Taro Yamane (1973).

$$n = N/(1+Ne^2)$$

Where; n= sample size

N= Population

e= Allowable error (i.e. with 95 confidence level, 5% margin of error)

$$n = \frac{305}{(1+305 \times 0.05^2)}$$

$$= \underline{\underline{173}}$$

From the above computation representative of the population and the sample proportion for the existing employees and employees who has left the organization and number of Directors, Coordinator and Manager is as follows:

$$\frac{173}{305} = \underline{\underline{56.7\%}}$$

Table1: 3.1 Sample size of Respondents

No	Stratum	# employee	%	Sample Size
1	Professional Employees on the job	220	56.7%	125
2	Employees who quits their job during 2018	85	56.7%	48
	Sub Total	305		173
2	Program Coordinator	2	100%	2
3	Senior Program Managers & Admin/HR Manage	3	100%	3
	Total	310		<u>178</u>

Table: 3.1 Source: HRM, of the organization

The existing employees are located in five regions of Ethiopia as indicated in the table below and the sample size from the population and sample size per each stratum are calculated as per the known formula. Employees who has left the organization and managers sample size are indicated on above Table 1.

Table 3.2 Sample size of existing employee

Location	Existing Employee	No of employee in % from total population	Sample size per to each stratum
Dollo Ado	62	28%	35
Gambella	77	35%	44
East Hararghe	58	27%	33
Addis Ababa	18	8%	10
Wolayta Sodo	5	2%	3
Subtotal existing employee	220	100%	<u>125</u>

Table: 3.2 Source: employee data of the organization, 2018

3.6 Data Collection Procedure

Questionnaires distributed to the professional employees per the sample size in hand using e-mail for easy reference as each employee i.e existing and those who quitted. As employees are also located in different regions of Ethiopia, the hard copy of the questionnaire distributed to the Administration and Human Resource focal person at each region in addition to the e-mail communication forwarded to the list of respondents from the existing employees.

Appropriate information given to respondents before distributing the questionnaire both verbally and in written for Admin and HR focal at each field offices plus through e-mail and frequent follow-up made to make the respondent rate as much as possible.

3.7 Instrument and Procedures of Data Collection

3.7.1 Questionnaire

In order to obtain relevant data about the research, the researcher used questionnaire as a major tool of data collection. The questionnaire was preferred for it enables to gather data about situation, practices and problems from large number of respondents within a relatively short period of time. All measures are on the 5-point Likert type scale (1-strongly disagree to 5 strongly agree). Two

types of questionnaire prepared for employees who quitted their job and for employees who are currently on their job.

The questionnaire prepared for ‘currently on the job’ employees contains whether they are satisfied or not with their current job, causes that initiate them to depart from the organization along with turnover consequences.

While, the second category of the questionnaire measure what factors initiated those employees to quit their employment contract with the organization. The questionnaires have two parts. The first part is on personal information of respondents; and the second part covered the assessment of factors that initiates them to depart from the organization.

In order to test questionnaires, a pilot test carried out by dispatching 10 questionnaires to employees ‘on the job’ and 5 for those who had already left their job. The questionnaire is adopted from the research done by Ali Shah et al. (2010) in Pakistan and modified by the researcher for the sake of clarity.

3.7.2 Interview

Interview conducted to obtain information from the 2 Program Coordinators and 3 Senior Project Managers of the organization. The collected data analyzed qualitatively and triangulated with quantitative ones where it is appropriate. Besides, documents review made to enrich the qualitative data.

3.8 Reliability of the Instruments

The researcher conducted a pilot study before dispatching the questionnaire to the final respondents for Ten ‘on the job’ employee and 5 employee who already ‘left their job’. Then, verified the validity in terms of the items capture the entire scope and arrived at agreed the measurement that represent focus of the study.

Reliability of the questionnaire

Variables	N of items	Reliability Coefficient (Cronbach's alpha) for existing staffs; N=10	Reliability coefficient (Cronbach's alpha) for quitted staffs; N=5
Personal factors	7	0.735	0.740
Pull factors	9	0.765	0.754
Push factors	13	0.872	0.816
Overall factors	29	0.792	0.776
Turnover consequences	10	0.98	

Source: Researcher's own survey, 2018

A benchmark alpha of .70 was set as an acceptable measure of reliability (Cronbach, 1951). Reliability assessments using Cronbach alpha coefficient has exceeded '0.735' for all variables in this study.

3.9 Data Analysis and Interpretation

The data processed using statistical package for social science (SPSS, version 16) in order to come up with some descriptive statistics which allows the researcher to present the data acquired in a structured, accurate and summarized way. Thus, frequencies, percentages, means, and standard deviations used in data analysis and presentation. The independent variables which include personal, push and pull factors and also dependent variables including increasing separation and hiring costs, team unity, beneficiaries and donor satisfaction, program quality and continuity, loss of talent and knowledge and work load and burnout.

The qualitative data gathered through interview guides, the responses were transcribed and summarized using narrative statements and thematic groups in line with the research questions of the study, because the interview with concerned party, respondents might provide their feedback depending upon their opinion which can't be quantified.

3.10 Ethical consideration

The study considers implementing different ethical standards is not only important but also essential. In view of this, first to conduct this study on the organization, permission was requested and approval is gained. Second, participants were well assured that the response they gave is kept confidential, which was also stated on the distributed questionnaire and the message was also forwarded in every communication. Thirdly, the purpose of the study was also stated in the questionnaire well to make participants respond with their own consent.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1. INTRODUCTION

The previous chapter discussed the methodology of the study followed to conduct the study and this chapter presents results and discussion of the study using descriptive statistics. Descriptive statistics was used to summarize characteristics and responses of the targeted sample as it was presented below.

4.2. CHARACTERISTICS OF THE TARGETED SAMPLE

4.2.1. Response rate

As planned, interview was conducted with 2 Program Coordinators, 2 Senior Program Managers and HR & Admin Manager. Samples of 125 existing employee were targeted from a population of 305 and a total of 116 questionnaires were completed and returned, resulting in a response rate of 93.5%. Similarly, samples of 48 were targeted from 85 employees who quit their job and 39 of them are contacted and filled the questionnaire resulting in a response rate of 81.25%. The overall response rate of the study is 87%.

4.2.2. Demographic characteristics

The below table show frequency and percentage information with regards to employees on the job and who quitted.

Respondents Backgrounds		Existing Employees		Employees Who quit	
		Frequency	Percent	Frequency	Percent
Sex	Male	90	78%	31	79.48%
	Female	26	22%	8	20.51%
Age	25-30	64	55.00%	24	61.53%
	31-35	33	29.00%	7	17.94%
	36-40	13	10.00%	5	12.82%
	More than 40	6	6.00%	3	7.69%
Educational Background	Diploma	30	25.61%	5	12.82%
	BSc/BA Degree	66	57.31%	22	56.41%
	Masters	20	17.07%	12	30.76%
Service Year in IMC	0-2 years	54	46.52%	17	43.59%
	3-4 years	34	29.00%	12	30.76%
	5-6 years	13	11.58%	6	15.38%
	More than 7 years	15	12.90%	4	10.25%

Source: Source: Own survey,2019

Demographic data was collected in various aspects and presents the frequency distribution of employee currently on the job and also who quit their job respectively. Employees currently on the job in the sample, 90 of them are males constituting 78% and the rest are females constituting 22%.

While from employees those who quitted their job, 31 of them are male (79%) and the remaining 8 which is 21% are female employees. From this one can generalize that majority of the employees working and used to work in IMC-Ethiopia are males.

As clearly depicted on the above table, majority of respondents from existing employees are categorized within age range of 25-30 constituting 55%, followed by 31-35 age group containing 29%. Out of all respondents, 18 respondents are from 36-40 age group constituting 10% and only 6% of them are above the age level of above 40. Thus, one can conclude from the above statement

that almost all employees working and used to work in the organization are on the middle-age stage.

Regarding their education levels (highest qualification) of existing employee, shows that 57.31% of existing employees are BSc/BA degree (1st degree) holders, 17.1% are Masters holders and 25.6% are Diploma holders.

While with 56.4%, 30.8% and 12.8% having first degree, MA and Diploma from the side of employees already left their job respectively. Thus, since the overall percentage is said to be (87.2%) most of the employee who left IMC – Ethiopia are said to be first degree holders.

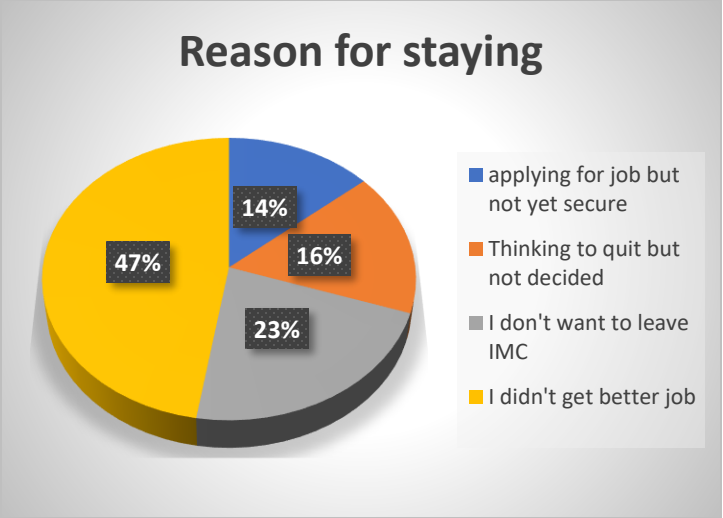
Regarding the service time of on the job employees, 54 (47.52%), 34 (29%), 13 (11.58%), and 15 (12.90%) have served the organization for 0-2 years, 3-4 years, 5-6 years and above 7 years respectively.

From the side of employees who have already quitted their job, 17 (43.6%), 12 (30.8%), 6 (15.4%) and 4 (10.3%) of them have served the organization for 0-2 years, 3-4 years, 5-6 years and above 7 years respectively. So, majority of the employees have served less than 5 years in aggregate.

4.3. DESCRIPTIVE STATISTICS OF RESPONDENTS

Employees currently on the job are asked whether they are satisfied or not with their current job and majority of them, 90 (77.58%) responded that they are not satisfied with their present job and the rest, only 26 (22.4%) of them responded yes and said they like their present job. Thus, one can conclude from this that if some condition is fulfilled for them, majority of the employees are intending to leave their job.

Regarding the question which asks them about why they stayed in the organization, Figure 4.1 below shows that 47% of them replied they didn't get better job, 16% of the respondents responded that they are thinking to quit but not yet decided, 23% replied that they don't want to leave the International Medical Corps where as 14% of them applying for a job but not secured.



Source: Source: Own survey,2019

4.4. CAUSES OF EMPLOYEES TURNOVER

4.4.1. Actual causes of employee turnover for those who quitted their job

Here mean score and frequency were calculated to determine the level of agreement of respondents to each question. With five-point scales, the intervals for breaking the range in measuring each variable are calculated as follows. .For both groups of employees (i.e. ‘on the job’ and ‘quitted their job’), similar questions were raised with some modifications and their response, were analyzed using mean score and standard deviation.

Table 4.2: Agreement level classification

$(Max - min)/5 = (5-1)/5 = 0.8 =$ agreement level. The translation of level ranking is analyzed based on the following criteria designed by Best (1977: 174);

Agreement level (Range) Meaning

1.00- 1.80	Strongly disagree
1.81-2.60	Disagree
2.61-3.40	Neutral
3.41-4.20	Agree
4.21-5.00	Strongly agree

Source: Best (1977: 174)

With respect to employee who have already quitted their job, the below mentioned tables (Table 4.3-4.5) shows their actual causes why they quitted their job.

D) Personal Factors as a cause of employee turnover

Regarding personal factors, respondents disagreed with the idea that their causes of quitting their job was due to their health problem, family related problem, because the job they are doing is difficult and some of their friends or relatives are changing their jobs with mean score of each 2.33.

Based on respondents’ feedback for this factor their actual cause of quitting their job was derived from leadership style or personality of bosses and what they expect from the job was not available with mean score of 4.69 & 3.384 with standard deviation of 0.467 and 4.92 respectively. Respondents neither agree nor disagree with the cause for their termination is the place the organization is placed with the mean score of 2.89.

The overall result of personal factors as a cause of turnover is 2.9 which shows that respondents are in the middle of the point, means majority of the respondents neutral about this as a cause for turnover. This implies that pulling factors has significant effect on employee turnover. This implies that personal factors do not have significant effect on employee turnover

Table 4.3 Personal Factors _ who quitted their job			
	Valid N	Mean	Std.D
PF_Because_of_my_health_problem	39	2.3333	.86855
PF_Because_of_my_family_related_problem	39	2.3333	.86855
PF_Because_the_job_is_difficult	39	2.3333	.86855
PF_Because_some_of_my_friends_relatives_are_changing_jobs	39	2.333	.8686
PF_ Because I do not like the leadership style/personality of my boss.	39	4.6923	.46757
PF_What_I_expecte_from_my_present_job_are_not_available	39	3.3846	.49286
PF_ Because I want to leave with my family as my organization is located in other area	39	2.8974	1.44723
Overall Personal Factors	39	2.901	

Source: Source: Own survey,2019

E) Pull Factors as a cause of employee turnover

As it is shown on table 4.4 below, out of 9 questions raised regarding pull factors which attracts them from external environment and made them leave IMC, respondents strongly disagree and disagree with the idea of due to availability of more freedom and good organizational culture with mean score 2.05 and 2.46 respectively.

On the other hand, respondents agreed with one of the pulling factors that attracts them is more respect and values given to employees in other organization with a mean score 4.07. Respondents are neutral about ensuring job security in other organization with mean score 3.38.

However, respondents strongly agree with the five actual causes for leaving IMC as a pulling factor are high salary elsewhere, more financial benefits, career advancement, less work load and availability of higher education support with mean score of 4.64,4.61,4.48,4.28,4.28 and 4.07 respectively.

The overall result of pull factors as a cause of turnover is 3.80 which shows that respondents are agreed on the point, means majority of the respondents agree about this cause as the reason of their turnover. This implies that pulling factors has significant effect on employee turnover.

Table 4.4 Pull Factors – who quitted their job			
Questions	Valid N	Mean	Std. D
Pf_High_salary_elsewhere	39	4.6410	.48597
Pf_More_financial_benefits	39	4.6154	.49286
Pf_Career_advancement_promotion	39	4.4872	.88472
Pf_Less_work_load_(life_work_balance)	39	4.2821	.97194
Pf_Higher_education_support	39	4.2821	.97194
Pf_More_respect_and_values	39	4.0769	.62343
Pf_Job_security	39	3.3846	.49286
Pf_Good_organization_cultures	39	2.4615	.50504
Pf_More_freedom_and_authonomy	39	2.0513	.97194
	39	3.8091	

Source: Source: Own survey,2019

F) Push Factors as a cause of employee turnover

Push factors questionnaire which measures internal causes of turnover contains 14 items out of which respondents are neutral for 5 questions depending upon the mean score results, which means they neither agree nor disagree with the raised issues as causes.

As indicated on table 4.5 below, respondents replied regarding having less salary, working in the organization goes in line with their social status and existence of conflict among employees with mean score of 3.07, 3.07 and 3.28 respectively. According to this fact one can conclude that respondents have not decided yet whether their reason of leaving their employment contract is due to these three causes.

Respondents agree for 7 questions depending up on the mean score result which means the fact that their reason of quitting of their job was due to less fringe benefits, lack of freedom, absence of career advancement, more work load, absence of work life balance, misbehavior of bosses and absence of justice and fairness with mean score of 3.79, 3.66, 4, 3.82, 3.43, 3.92, and 3.69 respectively.

Lastly, respondents strongly agree with regard to Push factors for 4 items as causes of their termination of employment contract due to lack of job security, working environment is not good, lack of motivation and encouragement for good work and lack of recognition with mean score of 3.76, 4.28, 4.28 and 4.28 respectively.

The overall result of push factors as a cause of turnover is 3.77 which shows that respondents are agreed on the point, means majority of the respondents agree about this cause as the reason of their turnover.

Table 4.5 Push Factors – who quitted their job			
	Valid N	Mean	Std.D
pF_Because_working_environment_is_not_good	39	4.28	.971
pF_Lack_of_motivation_and_encouragement_for_good_work	39	4.28	.971
pF_Lack_of_recognition_of_my_work	39	4.28	.971
pF_Absence_of_career_advancement	39	4.00	.512
pF_Bad_behavior_of_my_boss	39	3.92	.623
pF_More_work_load	39	3.82	1.374
pF_Because_fringe_benefits_are_less	39	3.79	.409
pF_Because_my_job_is_not_secured	39	3.76	.426
pF_Absence_of_justice_and_fairness	39	3.69	1.173
pF_Lack_of_freedom_in_present_organization	39	3.66	1.474
pF_Because_job_make_me_too_tired_to_enjoy_my_family_life	39	3.43	1.447
pF_Because_I_have_less_salary	39	3.30	1.608
pF_There_is_conflict_among_employees	39	3.28	1.099
Average Push Factors	39	3.77	

Source: Source: Own survey,2019

4.4.3 Actual causes of employee turnover for currently on job

D) Personal Causes of turnover for existing employee

Regarding personal factors, respondents disagree on 3 causes for their termination under personal factors category. These causes are due to of health problem, Family related problem, in availability of School for their kids and friends are changing jobs with mean score of 2.13, 2.23, 2.51 and 2.05 respectively.

On the other hand, out of the 7 questions requested that could be considered as causes for personal factor, respondents strongly agree with 3 listed causes i.e disliking leadership style, unavailability of expectation in present jobs, for the reason to live with their family 4.49, 4.68 and 4.31 respectively.

When the mean score of both existing and respondents who quitted compared, their response is similar for 3 items, i.e. both disagree about their health problem, family related problem and friends are changing jobs.

Both existing employees and who left IMC strongly agreed on disliking of boss personality/leadership style. Even though, employees on the job strongly agreed about the absence of job security and interest to live with family members as a cause for turnover employees who already quit their job neither disagree nor agreed these two items as cause for their termination of employment contract i.e job security and interest to live with family.

The overall result of personal factor as a cause for turnover is 3.20 which shows that respondents are in the middle of the point, means majority of the respondents are neutral about this cause as the reason of their turnover. This implies that personal factors has no significant effect on employee turnover.

Table 4.6 Personal Factors for existing Employee			
	Valid N	Mean	Std. D
PF_Because_of_My_Health_Problem	116	2.13	1.384
PF_Becasue_of_my_Family_Problem	116	2.23	1.333
PF_No_School_for_my_kids	116	2.51	1.099
PF_Friends_are_changing_jobs	116	2.05	.894
PF_donot_like_leadership_Stayle	116	4.49	.501
PF I expect my present job notavailable	116	4.68	.469
PF_I_want_live_with_my_family	116	4.31	.688
Overall Personal Factors	116	3.20	

Source: Source: Own survey,2019

E) Pull factors of turnover for existing employee

As indicated on the table below respondents were asked 11 questions in order to identify which factor is more attracting them from external environment and made them to develop an intention to leave.

Based on respondent's response they strongly agreed on 4 question as causes for turnover. These are job Security, more Financial Benefits, less workload/lifework balance, accessibility Higher Education support with mean score of 4.82, 4.48, 4.37 and 4.55 respectively. From this one can conclude that existing employee thinks that there is relatively longer period of contract in other organization, better benefits like educational support and other financial benefits and less work.

Respondents agreed with the idea of availability of better Salary, professional advancement, freedom, respect and good organizational support outside of International Medical Corps with mean score of 3.5, 4.13, 4.02, 3.74 and 3.79 respectively. Most of the respondent thinks that there is lack of professional advancement, lack of freedom and autonomy and organizational support.

The aggregate mean score of pull factors as causes of employee turnover is 4.095 which means that respondents strongly agree with the issues raised under pull factors which made them to decide to leave IMC.

The overall result of pull factors as a cause of turnover is 4.0 which shows that respondents are agreed on the point, means majority of the respondents agree about this as a cause of their turnover. This implies that pulling factors has significant effect on employee turnover.

Table 4.7 Pull Factors for existing Employee			
	Valid N	Mean	Std. D
Pf_High_Salary_Elsewher	116	3.50	1.327
Pf_Career_advancement_promotion	116	4.13	1.290
Pf_Job_Security	116	4.82	.388
Pf_More_Freedom_Autonomy	116	4.02	1.132
Pf_More_respect_value	116	3.74	.996
Pf_Good_Organizational_Culture	116	2.79	.825
Pf_More_Finacial_Benefits	116	4.48	.570
Pf_less_workload_lifework_balance	116	4.37	.683
Pf_Accessibility_Higher_Education_Opportunites	116	4.55	.589
Pf_Good_Organizational_Support	116	3.79	.943
Average Pull Factors for existing	116	4.019	

Source: Source: Own survey,2019

F) Push factors of turnover for existing employee

From 14 questions asked under push factors as causes of turnover for existing employee, the respondents disagree with job is not according to their social status, because of conflict among employees/grouping, because of lack of freedom or because job makes them too tired to enjoy family life having mean score of 2.37, 2.34, 2.61 and 2.63 respectively.

Exiting employee on the job perceived neutral level agreement regarding having less salary but, respondents' who have already quitted their job agreed that having less salary as a cause for their

termination of their employment with IMC. Respondents agree with the fact that the reasons which leads them to think of quitting their job was due to lack good working environment, lack of recognition for good work, Lack of career advancement, More workload with mean score of 4.27, 4.01, 3.57 and 3.87 respectively.

Lastly, respondents strongly agreed that out of the 14 question 4 of them are the major causes which leads them to think quitting their job was fringe benefits are less than other organizations, insecurity of job, lack of motivation and encouragement for good work, misbehavior of boss with mean score of 4.51, 4.65, 4.45 and 4.59 respectively. The overall result of pull factors as a cause of turnover is 3.58 which shows that respondents are agreed on the point, means majority of the respondents agree about this cause as the reason of their turnover. This implies that push factor has significant effect on employee turnover.

Though, the level of agreement has slight difference both the existing and employee who has already left IMC agreed and strongly agree on push and pull factors as a cause for their turnover.

Table 4.8 Push Factors for Existing Employee			
	Valid N	Mean	Std. Deviation
pF_I_have_less_salary	116	2.73	1.016
pF_Fringe_benefit_are_less	116	4.51	.612
pF_My_Job_Isnot_Secured	116	4.65	.480
pF_It_isnot_according_to_My_Social_status	116	2.37	.760
pF_Working_Eniveronment_Isnot_Good	116	4.27	.929
pF_Lack_Motivation_Ecouragement_Goodwork	116	4.45	.568
pF_Conflict_among_Employees_Grouping	116	2.34	.881
pF_Lack_of_Recognition_for_my_work	116	4.01	1.170
pF_Lack_of_Freedom	116	2.61	.787
pF_Lack_of_Career_Advancement	116	3.57	1.229
pF_More_Workload	116	3.87	1.136
pF_Job_make_me_too_tired_to_enjoye_family_life	116	2.63	1.046
pF_Bad_Behavior_of_my_boss	116	4.59	.494
	116	3.58	

Source: Source: Own survey,2019

4.4.5 Consequences of Turnover as per the existing employee

Currently on the job employees were also asked about the consequences of turnover and they strongly agree with that turnover negatively affect completion of projects as planned, increases recruitment and on boarding costs, increase pressure on existing employee which leads them to burnout, reduce the time devoted to program quality, lowers level of team cohesiveness and leads to dissatisfaction of beneficiaries, partner organization, donors and regulatory bodies with mean score of 4.75, 4.71, 4.61, 4.56, 4.53 and 4.47 respectively. Turnover affects image (reputation) of the organization and reducing employee morale and respondents agreed with these questions with mean score of 3.84 & 3.93 with standard deviation of 1.261 and 0.761 respectively. Lastly, with regard to reducing performance of the organization respondents was neutral feeling. And strongly disagree with the idea of turnover enhancing separation cost as the organization didn't pay severance pay for those who leave by their own free will with mean score of 2.08 and 1.71 respectively.

The overall result of consequences of turnover is 3.92 which shows that respondents are agreed on the point, means majority of the respondents agree about these consequences of turnover. This finding is supported by different scholars like Shamsuzzoha and Shumon (n.d) who said turnover negatively affects organizational performance through increasing workload and burnout on existing employees.

Table 4.9 Consequences of Turnover			
	Valid N	Mean	Std. D
D_Turnover_enhance_Separetion_Cost	116	1.71	.743
D_Decrease_IMC_Performance	116	2.08	.942
D_Turnover_affects_image_of_the_organiztion	116	3.84	1.261
D_TO_Reduce_Staff_Morale	116	3.93	.760
D_Beneficiaries_will_be_dissatisfied	116	4.47	.713
D_TO_Lower_workgroup_coheision	116	4.53	.630
D_Turnover_Reduce_Prog_Quality	116	4.56	.618
D_TO_increase_Workload_on_other_staff	116	4.61	.487
D_Turnorver_Increase_recruitment cost	116	4.71	.456
D_Turnover_affects_completion_of_Project	116	4.75	.430
Consequences of Turnover	116	3.923	

Source: Source: Own survey,2019

4.4.6 Qualitative Analysis

Interview conducted with 2 Program Coordinator, 2 Senior Program Managers & Human Resource Manager. For the first interview question they responded that they are aware of the movement of their employee and replied yes and most of employee are ready to leave the organization to search for better payment in similar organization which has better salary, financial and fringe benefits, an organization that can give them relatively a longer contract of employment period.

The second question raised was whether the management was aware of who was leaving (in terms of performance) interviewee replied that it consists all kinds of employee average performers, least performer and best performers as well.

Regarding the third question forwarded to all the five interviewees whether they are aware of causes of employee turnover that can be considered as cause for employee turnover in IMC (Push, Pull & Personal factors). All responded that, though personal factors have its own weight but pulling factor is more influencing it is also confirmed by the data collected from respondents. And interviewee said that it was suggested by all the program manager and coordinators to conduct salary and fringe benefit survey to know if the organization benefit package needs adjustment and salary scale as well but not conducted till now as the senior management team didn't approve to conduct this survey.

The fourth interview question dealt with consequences of employee turnover, all the interviewees were very concerned as all program activities and employee manager role fall on them. So, all agreed on if the organization unable to retain its employee cost of replacement increase, unable to complete plan project activities which will result dissatisfactions with the community/beneficiaries the organization was serving. Followed by, loosing of trust by the donor organization, partner organization and regulatory bodies to engage/perform project activities in the future.

Finally, respondents requested about what retention mechanism the organization was following to retain its employee. They said that most of the employee who are intending to leave IMC their reason is related with budget like (Salary, financial & fringe benefits, Job security).

Though, there is no normative affective commitment, the organization has started loan facility to buy house/automobile for its employee who served the organization at least a year in collaboration with Awash Bank. However, as much as possible Admin & HR focal persons are trying to retain employees through facilitating conditions which are controllable by them like providing respect and values for employees, creating supportive organization, providing them freedom in the organization and creating friendly relationships with employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1. Summary of findings

Demographic data was collected in various aspects and presents the frequency distribution of employee currently on the job and also who quit their job. Employees currently on the job in the sample, 90 of them are males constituting 78% and the rest are females constituting 22%. While from employees those who quitted their job, 31 of them are male (79%) and the remaining 8 which is 21% are female employees. From this one can conclude that majority of the employees currently working and used to work in IMC-Ethiopia are males.

Employee Age range of 25-30 constituting 53.7%, followed by 31-35 age group containing 29.3%. Out of all respondents, 18 respondents are from 36-40 age group constituting 10.97% and only 6.09% of them are above the age level of above 40. Thus, one can conclude from this almost all employees working and used to work in the organization are on the middle-aged stage.

Regarding their education levels (highest qualification) of both groups, shows that 94 (53.7%) of existing employees are BSc/BA degree (1st degree) holders, 28 (17.1%) are Masters holders and 42(25.6%) are Diploma holders. While with 56.4%, 30.8% and 12.8% having first degree, Masters degree and Diploma from the side of employees already left their job respectively. Thus, the overall percentage is said to be (87.2%) most of the employee who left IMC – Ethiopia are said to be first degree holders. Majority of the organization employees are BA/BSc holders.

Regarding the service time of employees, majority of the employees have served less than 5 years in aggregate.

The researcher asked currently on the job employees whether they are satisfied or not with their current job and most of them are not satisfied with their current job. Also, the main reasons for their stay in the organization includes unavailability of better job and they are thinking to quit but not yet decided.

Concerning to the causes of turnover for employees who already quitted their job, from personal factors, disliking personality (leadership style) of their boss and unavailability of what they

expected from their current job are the main causes triggering their termination. Again, from pull factors for employee who quitted their job the causes were high salary elsewhere, more financial benefits outside the organization, job security, the amount of fringe benefits others provided, good organizational culture, more respect and values were causes for their high rate of turnover attracting them from external environment. Regarding push factors, less fringe benefits, absence of job security, absence career advancement and misbehavior of boss are the predominant causes from push factors influencing them to quit their job.

For currently on the job employees, from the personal factors the causes for turnover are absence of what the job holder expected from the job, misbehavior of boss and to live with their families were the causes influencing them to quit their job. Among the pull factors initiating turnover like that of employees who quitted their job, job security, more financial benefits, less work load and support to continue their higher education were the crucial causes for the existing employees. From the push factors, fringe benefits are less compared to other NGOs, lack of motivation and encouragement for good work, absence of job security and bad behavior of bosses was the main causes triggering turnover in International Medical Corps.

Regarding the consequences of turnover, all managers and coordinators were in agreement with the idea that high rate of turnover increases costs of separation and hiring, reduces quality of work, affect completion of projects, reduces team cohesiveness, increase workload and burnout which is also supported by the (questioner).

5.2. Conclusions

The general objective of the study was to assess the causes and consequences of professional employee turnover in International Medical Corps. The literature presented in chapter two indicates the different factors that leads to employee's turnover and consequences as well. The study reveals that there is a highly considerate level of professional employees' turnover intention.

The study reveals that employees who quitted their job, the actual causes from personal factors are disliking personality of their boss and unavailability of what they expected from job. From this one can conclude that employees who have leading role lacks leadership skill and the role of each employees lacks clarity.

From pull factors, they have mentioned that availability of high salary elsewhere, more financial benefits, career advancement, less work load and availability of higher education support are crucial causes made them to leave the organization and also and the value and more respect other organizations has for their employee made them to quit their job. From this the researcher concluded that the organization benefit package is less than other NGOs and no professional advancement in the organization plus there is high workload.

Regarding push factors, employees quitted their job said that they quitted their job due to less fringe benefits, lack of freedom, absence of career advancement, more work load, absence of work life balance, misbehavior of bosses and absence of justice and fairness when compared with other similar organization working in the area.

From the three actual causes of turnover, the most important one is Pull factor having mean score of 4.019 and second rated cause is Push factors with mean score of 3.584 and the last one is Personal factors with mean score of 3.203. As per the findings from the three major causes considered as factors that determine employee to stay or not stay are pull and push factors. From this we can conclude that if the organization will be able to manage the pushing factors and retain its employees, it will have a significant effect on minimizing the pulling factors.

Majority of the employees who works for International Medical Corps 77.58% of the existing employees are not satisfied with their current job which clearly shows that they are intending to quit unless some measurements undertaken by responsible bodies.

All managers and coordinators are aware of the movement of their employee. The primary reason is to ensure their job security, the second one is to get a better fringe benefits and other financial benefits which is supported by the idea of the majority employees responded (questionnaire).

With respect to consequences of turnover and how the IMC is managing employee turnover all of them mentioned as the organization human resource department have not taken any action except adjusting someone's salary which is rare case in the organization. As most of the employee's reasons for leaving is related with budget like (Salary, financial & fringe benefits, Job security).

5.3. Recommendations

5.3.1. For International Medical Corps

The recommendation is made considering currently on the job employees due to the fact that they must be retained in order to minimize the negative effects of turnover. So, the concerned body including human resource department and the Senior Management Team must take some measurement in order to reduce the increasing rate of turnover. Losing a single key worker can decrease the likelihood of the organization's success and can reduce donors, regulatory bodies & the community confidence in the organization. Thus, the following important recommendations are forwarded by the researcher:

- From the outside causes of turnover attracting employee (pull factors), priority must be given for ensuring job security and having more fringe and financial benefits.
- Though, International Medical Corps is an implementing organization, the amount of budget that can be used for employee benefit should be gained from the donors. Thus, top level management team they should take in to consideration when ever new proposal are developed.
- Related to push factors, internally originating causes of turnover, IMC should insure job security, provide leadership training for all managers to improve their leadership style, fringe benefits needs adjustment, good performer needs to get recognition and the

management should communicate upwardly about this vital issue and then solution could be made for them which enhances their retention rate. The organization should also encourage and motivate outstanding employees on regular basis.

- Also, from the pull factors what are perceived to trigger the rate of turnover are externally available accessibility of higher education less work load. So International Medical Corps should support its employee in keeping their work life balance.
- International Medical Corps should have appropriate employee retention mechanism that could be consistently used to all good performer.
- International Medical Corps should work to be free from adverse effect of turnover by retaining its existing employees.

All the above-mentioned recommendations are essential that would solve turnover problem without taking some time. International Medical Corps should ensure job security of its employee, adjust fringe & financial benefits, must recognize each employee's work, review leadership style of employees who manage/lead others and should reduce workload in general.

5.3.2. For existing employees of International Medical Corps

- They should frankly tell their actual causes of turnover to the management and some corrective action within their scope should be taken before leaving the organization since turnover has a number of side effects even though it has few positive impacts.

5.3.3. Suggestions for future research

- Future researchers can conduct a study on similar topic by taking the overall employee of International Medical Corps.
- They may also utilize other causes of turnover, not only by focusing on the three dimensions mentioned in this study.

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Appendixes

**QUESTIONNAIRE TO BE FILLED BY RESPONDENTS
WHO QUILTS THEIR JOB.**

Dear Respondent,

My name is Sinde Meskelu a student at St. Mary's University, carrying out a research study for partial fulfillment of my MBA. My research study is entitled "**Cause & Consequences of Professional Employees Turnover in International Medical Corps**". You are among the respondent randomly selected to answer the questions. The information given will be treated with at most confidence & for academic purpose only. It will only take you a maximum of 20 minutes. Please tick or circle as appropriate to you.

PART I -PERSONAL INFORMATION

1 Your gender: (Circle your choice)

A	Male
b	Female

2 Your age (Circle your choice)

A	25 – 30 years
B	31-35 years
C	36-40 years
D	Above 40

3 Your highest level of completed Bachelor

A	Diploma
B	Degree
C	Masters

4 Service time in years

A	0-2 years
B	3 – 4 years
C	5 – 6 years
d	Above 7 years

Section II – Personal Factors, Push Factors, Full Factors, consequences of Turnover & intention to quit

For each of the following statements in section II below, indicate your level of ranking by ticking (✓) one of the given statements using the following 5 points Likert scale (1 -5) where necessary.

1= Strongly Disagree (SD)

2= Disagree (D)

3=Neutral (N)

4= Agree (A)

5= Strongly Agree (SA)

Part – II PERSONAL FACTORS						
What are the main factors that forced you to resign or switch to new job?						
No	Questions	SD	A	N	D	SA
1	Because of my health problem.					
2	Because of my family related problem.					
3	Because the job is difficult.					
4	Because some of my friends/relatives are changing jobs.					
5	Because I do not like the style/personality of my boss.					
6	What I expected from my present job, are not available.					
7	Because I want to leave with my family as my organization is located in other area					
Part – III Pull factors						
What are the main factors that are attracted (pulling) you to switch to new job?						
No	Questions	SD	A	N	D	SA
1	High salary elsewhere.					
2	Career advancement /promotion					
3	Job security.					
4	More freedom and autonomy					
5	More respect and values					
6	Good organization cultures					
7	More financial benefits					
8	Less work load (life-work balance)					
9	Higher education opportunities					

Part IV - Push Factors

What are the main factors which pushed you to leave you pervious job?

No	Questions	SD	A	N	D	SA
1	Because I have less salary					
2	Because fringe benefits are less					
3	Because my job is not secure					
4	Because it is not according to my social status					
5	Because working environment is not good					
6	Lack of motivation and encouragement for good work					
7	There is conflict among employees					
8	Lack of recognition of my work					
9	Lack of freedom in present organization					
10	Lack of career advancement					
11	More work load					
12	Because job make me too tired to enjoy my family life					
13	Bad behavior of my boss					
14	Because there is no fairness/justice in organization					

Thank you for your Cooperation!!!

QUESTIONNAIRE FOR THE RESPONDENTS

to be filled by employees who are currently working for International medical corps

Dear Respondent,

My name is Sinde Meskelu a student at St. Mary's University, carrying out a research study for partial fulfillment of my MBA. My research study is entitled "**Causes & Consequences of Employee Turnover in International Medical Corps**". You are among the respondent randomly selected to answer the questions. The information given will be treated with at most confidence & for academic purpose only. It will only take you a maximum of 15 minutes. Please tick or circle as appropriate to you.

PART I -Personal Information

1 Your gender: (Circle your choice)

A	Male
b	Female

2 Your age (Circle your choice)

A	25 – 30 years
B	31-35 years
C	36-40 years
D	Above 40

3 Your highest level of completed Bachelor

A	Diploma
B	Degree
C	Masters

4 Service time in years

A	0-2 years
B	3 – 4 years
C	5 – 6 years
d	Above 7 years

5. Are you satisfied with your work now? Yes No

6. If your answer for question No. 5 is “Yes”, why are you staying at your current job?

- a) Applying for job and didn't yet secure
- b) A didn't get better job.
- c) I am thinking to quit; but not yet decided.
- d) I don't want to leave IMC

Section II – Personal Factors, Push Factors, Full Factors, consequences of Turnover & intention to quit

For each of the following statements in section II below, indicate your level of ranking by ticking (✓) one of the given statements using the following 5 points Likert scale (1 -5) where necessary.

- 1= Strongly Disagree (SD)**
- 2= Disagree (D)**
- 3=Neutral (N)**
- 4= Agree (A)**
- 5= Strongly Agree (SA)**

Part – II PERSONAL FACTORS						
What are the main factors that intend you to resign or switch to new job?						
No	Questions	SD	D	N	A	SA
1	Because of my health problem					
2	Because of my family related problem					
3	Because of my children education as good schools are not available in the city where my origination is located					
4	Because some of my friends/relatives are changing jobs					
5	Because I do not like the style/personality of my boss					
6	What I expected from my present job, are not available					
7	Because I want to leave with my family as my organization is located in other area					
Part – III Pull factors						
What are the main factors that are attracting (pulling) you to hate your job in						
No	Questions	SD	D	N	A	SA
1	High salary elsewhere.					

2	Career advancement /promotion					
3	Job security.					
4	More freedom and autonomy					
5	More respect and values					
6	Good organization cultures					
7	More financial benefits					
8	Less work load (life-work balance)					
9	Higher education opportunities					
10	Good organization support					

Part IV - Push Factors

What are the main factors which pushes you to be unhappy with your current job in IMC?

No	Questions	SD	D	N	A	SA
1	Because I have less salary					
2	Because fringe benefits are less					
3	Because my job is not secure					
4	Because it is not according to my social status					
5	Because working environment is not good					
6	Lack of motivation and encouragement for good work					
7	There is conflict among employees					
8	Lack of recognition of my work					
9	Lack of freedom in present organization					
10	Lack of career advancement					
11	More work load					
12	Because job make me too tired to enjoy my family life					
13	Bad behavior of my boss					
14	Because there is no fairness/justice in organization					

Part – V Consequences of Turnover

Rate the following alternatives regarding consequences of Professional Employee turnover.

No	Questions	SD	D	N	A	SA
1	Turnover increases recruitment and on boarding costs which contains orientation and training of new hire.					
2	Turnover enhances separation costs which include continued benefits, temporary labor overtime to existing employees.					
3	Beneficiaries will be dissatisfied by the services provided to them by different employees due to turnover.					

4	Turnover reduces time devoted to program quality.					
5	Turnover affects the image of the organization in the eyes of donor and partner organizations.					
6	Turnover adversely affects completion of project activity as planned.					
7	Turnover reduces morale of existing employee.					
8	Turnover lowers levels of workgroup cohesion and relational coordination with other partners.					
9	Turnover lowers levels of workgroup learning.					
10	Turnover reduces performance of the IMC.					
11	Turnover increases pressure on existing employee to cover and pick up the extra work often leading to burnout.					

Thank you for your Cooperation!!!

**INTERVIEW QUESTIONS TO:
SENIOR PROGRAM MANAGERS, PROGRAM COORDINATORS &
HUMAN RESOURCE MANAGER**

1. What is the view of current employees to stay in the organization?
2. Is management aware about employee who left the organization?
3. What is your view regarding reasons for turnover of employee turnover? Push, pull and personal factors that may initiate professional employee to quit their job?
4. What are the consequences of employee turnover?
 - a) In terms of cost like hiring and replacement costs?
 - b) Reputation of the organization i.e in the eyes of the community you are serving, Donors and regulatory bodies?
 - c) In completing of project activities as planned?
 - d) Regarding beneficiary/partner organization/donors/regulatory bodies satisfaction by the service provided?
5. What retention mechanisms the organization use to proactively retain existing employees?