ST. MARY'S UNIVERSITY
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THE CAUSE OF EMPLOYEE TURNOVER AT ETHIOPIAN STANDARD AGENCY

By

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Declaration

I, the undersigned, declared that this thesis is my original work, prepared under the guidance of Ass. Professor Goitom Abraham. All sources of material used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

Almaz kebede   _____

St. Mary's University College, Addis Ababa   May, 2017

Endorsement

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

Ass. Professor Goitom Abraham

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Acronyms

ESA	Ethiopian Standard Agency
QSAE	Quality and Standards Authority of Ethiopia
HRM	Human Resource Management
PPD	Planning and Program Department

Table of contents

List of Tables

Abstract

The study aimed to examine the major causes of employee turnover in Ethiopian standard Agency. The study uses both primary and secondary data sources and for the purpose of collecting data, it uses different instruments which are questionnaires for the ex-employees and structured interview for the management staffs and other concerned body. The sample technique was convenience sampling method is used. The reason of selecting convenience sampling method by the researcher is that it is easy accessibility to reach respondents. The quantitative data was analyzed using descriptive statistics like percentage used. The qualitative data obtained through interview was presented through narrative description and was incorporated in the analysis to supplement and substantiate the data available through questionnaire. The main finding of the study reveals that, low salary that is the salary they received were not equal to others doing similar works in other organization, lack of fair benefit for over all employees, the organization did not give recognition for well done work, evaluation didn't reflect their performance, lack of fair promotion and career mechanism based on performance, inputs were not appreciated, experience were not considered for promotion & equal opportunities were not given among employees, the relation between management and employee were not good, the organization management and HRD did not treat employees fairly or equally, managers were not willing to listen to their work- related problems, supervisors did not allow employee to participate in decision making process, supervisors not willing to provide constant feedback for the work, lack of opportunity for long term studies, unattractive working environment, they did not feel secured in their job. The study recommends that management should improve the Salary of employees, should recognize excellent performers , should employ effective employee performance appraisal systems and should create opportunities for career advancement should also appreciate employees input in the organization, should implement qualification and experience to promote career, should reduce non value added jobs, Management and HR, should treat employees fairly, Managers should pay attention for employees work related problems and avoids dissatisfaction in managerial support, Management should involve employees in the decision making process, should provide regular, timely feedback to employees, managers should work on its human resource policies implementation and provide training programs in a fair manner to all levels, should support young professionals with materials to have their own innovative thinking, , should work towards creating smooth and 'collegial relationship, treat employee impartially ways of disciplinary handling mechanisms, should provide job security .

Key words: Employees turnover, .HRD, ESA

CHAPTER ONE

INTRODUCTION

This chapter contained background of the study, statement of the problem, research questions, objectives of the study, significance of the study; scope of the study and limitations of the study and organization of the study were the main contents that this study employed.

1.1 Background of the study

Labor turnover results in an organization's inability to ensure continuity of knowledge. In the current knowledge economy, employees in an organization are considered as the key competitive advantage to the most important asset (Urbancova & Linhartova, 2011 p84).

Leading management thinkers suggest that "it is not technology but the art of human and human management" that is the continuing challenges for executives in the 21 century, (Drucker & Salfo 1997).

Encyclopedia Britannica defines staff turnover/employee turnover as the rate at which employer's gain or loss of human skills Encyclopedia of Britannica (1963)

Agnes (1999) defined turnover as "It is the ratio of number of workers that had to be replaced in a given time period to the average numbers of workers". Turnover has considerable impact on an institution performance as it should be properly addressed and measured.

The basic foundation of any institution is human resource. The human resource is the most critical and essential asset for any institution. The success or failure of an institution is a function of many interdependent variables. Among which the human resource side is identified to be very decisive one. The nature (size, quality, dedication, etc.) of human resource in corporate in an institution will determine the extent to which that institution will achieve its objectives and serve the society. In any industry/institution success is extremely dependent on its human resources. Although there are many other factors that play a key role, institutions must have effective employees in order to stay financially solvent and competitive. In order to maintain this valuable commodity, institutions must be aware of employee satisfaction and retention, Karen Shelton, (May 2001).

Human capital theory suggests that because the knowledge, skills and abilities that people bring to institutions have enormous economic value to the institution; they need to be managed in the same strategic manner that other economic assets (e.g. land, financial capital) are managed (Lee Hsu and Lien 2006 : 2). Basically HRM is a modern term for what has traditionally been referred to as personnel management. In short it includes the resources of all the people who contribute their services to the attainment of the institutional goals, Mamo,E.(2011,4-5).

Developing the same argument, Price (2007) has raised some important points about employee resourcing in saying that resourcing is a strategic approach to managing people by minimizing costs, maximizing employee value and obtaining the correct combination of behavioral attributes for the job and the institution. Human Resource Management (HRM) is management functions that help managers‟ recruit, select, train and develop members for an organization. HRM is concerned with the people's dimension in institution, according to Worku, M., (2013/2014).

A particular perspective on the negative effects of turnover is provided by the resource-based theory of strategic human resource management (Prahalad & Hamel, 1990; Barney, 1991; Ulrich, 1991) and the related ideas on high commitment HRM (Beer et. al., 1984; Guest, 1997). According to these theories, a motivated workforce can really make a difference when competing in the market. Dedication to the institution's goals, knowledge of the institution's internal processes, its suppliers and customer relations is supposed to produce high performance (Herman, 1997).

A high turnover rate is contradictory to high performance because it shows that one of the core conditions of high performance i.e. a highly committed workforce is not met. Additionally, high commitment HRM 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 HRM the costs of employee turnover will be relatively high. Institutions suffer the loss of jobs-specific skills, in performance of institution and incur the costs of hiring and training new workers (www.le.ac.uk).

The Ethiopian Standards Agency is the national standards body of Ethiopia established in 2010 based on regulation No. 193/2010. The establishment was due to the restructuring of Quality and Standards Authority of Ethiopia (QSAE) which was established in 1970.

The Agency is a governmental non-profitable organization and the sole National Standards Body which represents Ethiopian interest in economic, social and environmental aspects with regard to standard benefits across International and regional Arena. Besides working with international and Regional standard bodies, ESA also work closely with different national standard bodies under bilateral agreements.

The National Standards are developed by national technical committees which are composed of different stakeholders consisting of educational Institutions, research institutes, government organizations, certification, inspection, and testing organizations, regulatory bodies, consumer association etc. The requirements and/ or recommendations contained in Ethiopian Standards are consensus based that reflects the interest of the technical committee representatives and also of comments received from the public and other sources.

The agency has seven directorate core business areas which mainly focus on the standard formulation, training and technical support and organizing and disseminating standards, Conformity assessment procedures and technical regulation for the customers and the others five directorates are Support directorate. In addition to these, there are three Liaison offices in Desse, Hawassa and Diredawa.

1.2 Statement of the problem

According to Grobler *et al.* (2006) a certain amount of turnover is expected, unavoidable and considered beneficial to the organization. New employees may inject fresh blood into the firm by introducing new ideas and methods and innovative, more effective ways of doing thing. In addition, turnover may help rectify poor hiring and placement decisions. Such turnover is referred to as functional turnover. Thus some turnover renews a stagnating organization. But excessive turnover creates an unstable workforce and increases human resources (HR) cost.

Nowadays turnover is more serious than ever. Rapid technological change and frequent revolutionized new ideas have created competition among organizations which increases an

employee turnover and separation. Developing countries are one of the major victims where brain drain intensifies the problems.

A research conducted by Solomon on Ethiopian Rod Authority (skilled work force turnover) in 2007 and concluded that the turnover is affecting the organization in terms of productivity, money and time.

Another researcher, Yared conducted his study on International rescue committee (non-governmental organization) in 2007 and concluded that the causes of turnover are a combination of factors which includes family problems, poor leadership, dissatisfaction with job, better opportunity in external market, and dissatisfaction with work place.

Thus, the efficiency and productivity of government organization in general and Ethiopian Standard Agency in particular are highly affected by employee turnover.

The Agency official report, (Doc. No. OF/ESA/226) showed that the actual turnover rates of employees for the fiscal year 2012/2013, 2013/2014, 2014/2015, 2015/2016 are 4.3 %, 22%, 27.5% and 24 % respectively. Hence, the recent trend reflects that the rate of turnover rising from year to year and from this one can clearly understand the fact that employee turnover is a serious issue that the organization has faced currently. Most well trained and qualified young employees are leaving the organization due to unknown reasons. So, it brings an attention why employee leaves the Agency.

However, as far as the knowledge of the researcher, no studies have ever been conducted with regard to employee's turnover and therefore the organization has not yet identified the causes of employee's turnover. Hence, it needs emphasis to examine the reason behind the high employees turnover and its management. In view of this serious problem, it becomes significant issue that a study be made to identify the causes of high employee's turnover.

1.3. Research Questions

Thus this study focuses on answering the following basic research questions.

1. What are the major causes of employee turnover in the ESA?
2. What is the effect of turnover on ESA?

3. What strategies has the ESA designed to retain employees?

1.4 Objectives of the study

1.4.1 General Objectives

The main objective of this study is to examine the major causes of employee turnover at Ethiopian Standard agency and to give problem solving recommendation.

1.4.2 Specific objectives

1. To explore the major causes/factors of employees turnover in ESA.
2. To assess the effect of turnover on ESA.
3. To identify strategies employed by the ESA to retain its employees.

1.5 Significance of the study

1. The significance of this study will help management of the Ethiopian Standard Agency, particularly human resources practitioners to have a clear understanding on the major causes of employee turnover in the Organization and this will help them to design the appropriate strategies to minimize employee turnover.

2. It is also expected that the findings of this study will be useful to academicians in understanding various trends concerning employee turnover. That means it will add their knowledge by identifying the major causes of employee turnover and further studies on various measures that can be taken on how to minimize the problem of employee turnover.

3. Furthermore, it is expected that the findings of this study will be useful to policy makers in understanding contributive factors that enhance the trends concerning employee turnover so that effective policies and regulations can be endorsed to facilitate the retention process in the public organizations.

1.6 The Scope of the study

Employees' turnover is broad in the sense it comprises voluntary and involuntary turnover. But this study however addresses only voluntary turnover of the organization. Due to time and financial constraints the study also delimited itself in the government organization called Ethiopian Standard Agency located at Addis Ababa, it does not include the others liaison regional state office.

1.7 Limitations of the study

One of the limitations in this research was the address of the former employees. Their address was collected from the HR department records. However, some of the former employees had changed their e-mail address and telephone number. Therefore, it was very difficult to reach all those employees.

1.8 Organization of the study

The research paper was organized in to five chapters. Chapter one deals about the introduction part including back ground of the study that will describe the general idea of the study, statement of the problem, the research objective, and significance of the study, the scope of the study, limitation of the study and organization of the study. Whereas, chapter two deals about the theoretical and empirical literature related to this specific study, chapter three is about the research design and methodology that includes research design, sources of data, population and sampling techniques, instruments of data collection, procedure of data collection and method of data analysis and Ethical consideration. Chapter four deals about Data analysis and interpretation of the study and the last chapter is about summary, conclusions and recommendations part of the research paper.

CHAPTER TWO
REVIEW OF RELATED LITERATURE

This chapter dealt with review of various literatures on the issue of employees turnover. In the theoretical section the paper discussed different definitions and models of employee turnover, types of turnover, measuring turnover and retention, and the causes of employee turnover, effects of employee turnover and separation, employee retention and strategies that minimize employees turnover, empirical literature was assessed. From the different theories and literatures own conceptual framework was developed.

2.1 Definition of Turnover

Turnover can be defined as the movement of labor out of and into a working organization (Lashley, 2000). Another definition may be simply stated as when an employee leaves an organization for whatever reason/reasons. Turnover can take several forms. It can be voluntary or involuntary, functional or dysfunctional, avoidable or unavoidable. In voluntary turnover, an employee leaves the organization of his own free choice with some of the possible reasons like: low salary, job dissatisfaction or better job opportunities elsewhere. Whereas, involuntary turnover takes effect when the organization makes the decision to remove an employee due to poor performance or economic crisis (Aksu, 2004). In addition, Price (2001) said that voluntary turnover can be termed as avoidable turnover and involuntary turnover as unavoidable turnover.

2.2 Models of Employee Turnover

Over the years, a significant amount of research has been done on employee turnover to investigate aspects of employee turnover like causes and retention strategies. As a result, different models or designs have been promulgated. The first model was presented by March and Simon in 1958. Different models which include different aspects of turnover followed, such as the unfolding model which focuses on decisional aspects (Beach, 2010 p35). The following models of employee turnover, namely the image theory, the unfolding model and theory will be discussed.

2.2.1. Image Theory

The image theory was created by Beach (2010) and it explains the way in which employee's process information when making a decision through different images .The fundamental principle of this theory is that individuals leave an organization after having assessed the reason for quitting. Individuals do not have the cognitive ability to thoroughly analyze all incoming information. Hence, they simply compare it with more heuristic-type information in other words, they learn from their own experience.

The image theory suggests that decision-makers use three knowledge arrangements (images) to arrange their thinking about decisions. According to this theory, some incoming facts (for example, a job offer) will be compared to these images. The first image is the value image which refers to the employee's set of significant beliefs and values concerning the job. Secondly, the employee can compare the facts or information with the trajectory image which refers to the person's particular goals that determine job behavior. Lastly, the employee may compare the facts or information with the strategic image which refers to the strategies and methods that the person views as vital in reaching job-related goals. If the incoming information has an alternative that is attuned with the images, the person will then compare Stellenbosch University http://scholar.sun.ac.za 14 the alternative with what he or she presently has. If the individual has more than one compatible alternative, he or she will further analyze the options (Beach 2010).

2.2.2 The Unfolding Model

The unfolding model views incoming information as shocks (pregnancy, alternative job offers, etc.). This theory suggests that internal or external shocks will lead the individual to leave an organization because the situation (shock) compels the employee to leave. This model introduces five paths that will lead to turnover. In Path 1, the shock activates a pre-existing writing or script with which the individual connects and this causes the individual to leave the organization without considering an alternative or the individual's connection with the organization. Path 2 has a shock that triggers the person leaving, without thinking of other job alternatives (Thomas, Lowell, & Steven, 1996).

The incoming information is perceived as a violation of the person's values, objectives and strategies. Path 3 includes a shock that triggers an assessment of the images of the job he or she

8

currently has, provided the information in the shock is not in tune with the images. This path leads to intentional job search. The last two paths do not have shocks. Path 4 explains a situation where the person's job satisfaction is so low that the person leaves without having an alternative. With Path 5, the person's job satisfaction is low and this leads to job search, an assessment of alternatives, the intention to leave and, subsequently, turnovers (Thomas et. al.1996).

2.3. Types of Employee Turnover

Employees of different organizations leave their job for all sorts of reason. Some leave to get better salary, some find conducive work conditions, due to geographical factors and for multiple reasons.

Employee turnover can be grouped into different categories.

2.3.1. Turnover can be classified as '*internal turnover' or 'external turnover'* (cited in Wikipedia). Internal turnover happens when employees send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization.

2.3.2 Avoidable and Unavoidable Turnover: Avoidable turnover is causes that the organization may able to influence or handle it. For employees who leave the job because of low job satisfaction, problems of mismanagement, benefit packages... etc can be retained through improving the stated administration activities. Unavoidable employee turnover stems from cause over which the organization has little or no control of it. For instance organization may not able to control employee who is going to leave because of health problem or desire to relocate to other geographical areas (David, 2008).

2.3.3 Voluntary and Involuntary Turnover: According to Noe, Hollenbeck, Gerhart and Wright, (2006) Voluntary Turnover When employees leave an organization at their own discretion; it is referred to as voluntary turnover. Whereas involuntary turnover as*: "...an instance of involuntary turnover, or a discharge" that "reflects an employer's decision to terminate the employment relationship".*

2.4 Measuring Employee Turnover and Retention

Measuring employee turnover

According to Acas(2008), way of measuring employee turnover is to measure the number of leavers in a particular period as a percentage of the number of total employees during the same period. The organization will usually calculate employee turnover rate on a quarterly or annual basis. Turnover rate is sometimes called the separation rate, and it is revealed as below:

$$\frac{\text{Number of leavers}}{\text{Average no. working}} \times 100 = \text{Separation rate}$$

This formula will present a percentage rate of employee turnover for the organization, and can also be used for a comparative relation over the time.

This formula will present a percentage rate of employee turnover for the organization, and can also be used for a comparative relation over the time. This method too can be used as the indicator to compare particular organization to the industry's average turnover rate. This is known as benchmarking (BERR, 2007).

Measuring employee retention

According to CIPD (2006) is stated as the formula for the labor turnover:

$$\text{Turnover stability index} = \frac{\text{Number of staff with one or more year service}}{\text{Number employed a year ago}} \times 100$$

The stability index is most useful in comparisons over a period or with other similar organizations. Measuring employee retention rate and the costs of turnover to the organization is vital in building a business case for thorough and effective recruitment and retention initiatives.

2.5 Causes of Staff Turnover

The following discussion highlights some various causes of staff turnover as described by various authors.

2.5.1 Lack of Employee Motivation

Armstrong, (2003) contends that motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organization. An understanding of the applied psychology within a workplace, also known as organizational behavior, can help achieve a highly motivated workforce. Fair promotion conducted on bases of performance greatly motivates employees and a key demotivating factor to employees is failure by the organization management to carry out promotion on basis of performance and merit.

Georgi, (2004) affirmed that proper job description influences development of clearly defined employees roles and responsibilities and this eliminates cases of over tasking employees hence improving the level of employee motivation, existence of ineffective employees roles and responsibilities overburdens most of the organization employees and leaves some employees with little role to play in execution of organization functions.

Paul (2004) argued that job rotation helps employees to develop adaptive since employees who are not exposed to job rotation programs lacks an opportunity of learning adaptive skills when exposed to work in different environment. Dubois (2004) on the other hand argued that management that is not committed in offering praise and recognition to deserving employees leads to lack of rewarding of hard working employees and this lowered the morale of most employees.

According to Buttrick (2009) two types of behaviors can occur during motivation: intrinsically motivated behavior and extrinsically motivated behavior, intrinsically motivated behavior as behavior that is performed for its own sake, the source of the motivation is actually performing the behavior, and motivation comes from doing the work itself and extrinsically motivated behavior as that performed to acquire material or social rewards or to avoid punishment and thus employees who are working purely for monetary purposes are an example of extrinsically motivated (Dubois,2004)

Murphy, (2009) affirmed that application of ineffective performance appraisal systems influences rewarding of non performing employees since they are rated to be the best and this demotivates most of the hardworking employees whose efforts are not recognized. In the

motivation equation, input, performance and outcome are key factors that contribute to high motivation. Inputs are anything an employee contributes to the job or organization, such as time, effort, education and experience. Outcomes are anything an employee gets from a job or organization, such as pay, job security and benefits. Organizations hire based on inputs. High performance levels contribute to the organization's efficiency, effectiveness and overall goals. Managers use outcomes to motivate people to contribute inputs.

Gollwitzer, (1999) Team building helps to increase employee motivation since it provides employees with working environment that allows employees to interact and learn from each other. Several theories exist regarding motivation such as expectancy theory, need theories, equity theory and goal-setting theory are each different interpretations within motivation. Expectancy theory suggests that high levels of motivation occur when employees believe they can get the task done, believe they are capable of performing at high levels, and desire the outcomes. For example, pay or bonuses can be a desired outcome.

Moureen, (2004) indicated that application of clear communication channel helps in building strong level of interaction between organization employees and this acts as a core motivating factor. Trevor (2004) who emphasized that equity theory suggests that managers promote high levels of motivation by ensuring people believes in the outcomes. For example, salaries are distributed in proportion to inputs, such as time and effort. Goal-setting theory suggests that specific and difficult goals lead to high motivation and success on the other hand Thomas (2003) affirmed that Abraham Maslow's theory states that human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior.

2.5.2 Lack of Career Development

A study by Robert (2007) found out that, fair pay is a major part of any employee turnover management strategy employed by many organizations. Workers will not be motivated to stay in a job where their skills are underappreciated and underpaid. In times of economic difficulty for a business, workers may also be more likely to stay on with a job if it is clear that everyone in the company is taking a fair share of cutbacks; if managers are buying new cars and bragging about bonuses while lower-level employees are subject to furloughs and pay cuts, loyalty will quickly vanish (Robert, 2007).

A study by Miguel (2008) suggested that providing opportunities for career growth can also help increase staff retention levels. Good employees often have great ambition, and need to have the opportunity to learn and grow in order to stay motivated. Keeping a great employee in a low-level job because of his or her superior work is a good way to lose him or her; chances are, someone else in the industry will recognize the employee's skill level and be only too happy to offer more money and a more responsible position (Abraham, 2009). Hiring for upper level positions from inside a company can be a good way to ensure that people are motivated to stick around (Miguel, 2008). Miguel (2008) suggested that employees can be motivated by things like staff suggestion boxes, employee of the month competitions, and other small concepts. While these can be useful as part of an overall workplace strategy, they can appear disingenuous, cheap, and condescending if employees do not already feel respected and important to the company. It is important to avoid gimmicks that give the appearance of motivation while serious workplace conflicts are unaddressed.

According to Armstrong (2003) Lack of potential for advancement or promotions has caused many mid-level executives to leave companies. They prefer companies where there is career mobility and increased compensation packages. Companies need to evaluate and analyze their succession planning policies in a way that is deemed to be fair and based on performance.

> Organizations should seek to manage employees' perceptions of career opportunity if they wish to retain career-oriented employees. If organizational career paths do not lead to opportunities that match those desired by employees, they may choose to look for alternative jobs in the hopes that another organization will offer more desirable job paths. Given the high costs associated with staffing and turnover, expenditures for development support may be well justified, but only when employees perceive that there are career opportunities within the organization that match their career goals and interests (Cascio, 2003).

In another contribution Donald (1999), explained that existence of career development opportunities like staff training in organizations helps to minimize employee turnover rates. This view was supported by Harris (2002) who affirmed that in every organization, there are generally two groups that direct the career development process: upper management and human resource personnel. Managers, for example, might have the responsibility of making sure the needs of a business coincide with the employee's career goals to achieve an overall balanced work

atmosphere. They will often identify the skills, experience, and knowledge employees need in order to provide their best possible work.

Cascio, (2003) poses that Human resource (HR) personnel are often responsible for providing career development information programs for employees and offering of study leave to employees helps to promote career development in organization. Professional networking is usually important, and as a result, employees might get tools to start networking from the HR department. HR managers also usually provide a compensation structure that compliments business needs but also allows individual career growth. For example, employees who have exhibited a certain improvement or growth in needed skills might be promoted and given a raise.

Moureen (2004) argued that organization that does not undertake employees mentoring and coaching lowers the level of skills development amongst employees and this limits employees from developing their careers. It is also essential for employees to maintain a good rapport with their supervisors and company executives, so they will be among the first people considered for promotions. Utilizing employee career development strategies, proactive, motivated workers are often able to reach their goals and enjoy a high quality of life. In some situations, human resources may also be responsible for providing the actual training with employees. Career development plans can start from the time an employee begins work.

2.5.3 Poor Interrelationship between Employees and Management

The nature of interrelationship between employees and management represents another factor that cause employees' turnover. If the interrelationship between employees and the management is poor, employees will not hesitate to quit for another employment at any available opportunity (Shukla& Sinha, 2013).Conflict with managers and supervisors is a frequent cause of employees' turnover. A feeling that management in general, or a particular manager and team leader is treating employees unjustly or is bullying his staff can lead to a high rate of employee turnover (Armstrong, 2004). Shamsuzzoha & Shumon (2010) argue that it is somewhat unusual for employees to quit employments in which they are happy and having good interpersonal relationship, even if offered another employment with a higher salary elsewhere. This is because employer-employees relationship plays a very important role on employees' turnover.

2.5.4 Lack of Training and Development

According to Paul (2004), training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development. New-hire Induction and staff development are two essential requirements for job preparation which are mandatory from the employers. The preparation of the job starts from recruitment (Bratton, 2003). Those employees who begin their jobs without any form of orientation are most likely unaware of workplace policies and procedures that they can benefit from. Additional training throughout the employment relationship helps the employee to update skills and become more productive and produce efficient workforce. When employees lack the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance (Armstrong, 2003).

Trevor, (2004) stated that the best strategies for workforce retention generally include a combination of positive reinforcement, creating a satisfying working environment, paying employees well, and offering financial incentives and bonuses. On the other hand Braton (2003) stated that best employee retention strategies include benefit plans such as health insurance, paid sick leave, and vacation. These views were supported by Anthony (2006) who affirmed that employees becomes more satisfied with their work and are less likely to leave since better work environment and employees benefits empower them to affect positive changes within an organization.

Moureen, (2004) posed that solid workforce retention plan can create a productive business atmosphere, reduce turnover rates, and contribute to the success of any organization. Employees who feel valued and appreciated will usually go above-and-beyond the call of duty to ensure the success of their employers.

> Many employees who decide to leave their current employers and seek jobs elsewhere do so because they feel they are being micromanaged. To avoid this common problem, the employers should empower staff members by encouraging their contributions and allow them to take the lead role on projects. This, in turn,

often leads to innovative ideas that can boost efficiency, improve morale, and increase a company's bottom line (Georgi, 2004).

Spencer, (2001), contended that, in order to retain employees and reduce turnover, managers must learn to align their goals with the end goals of employees. By aligning the rewards and needs of employees, managers can determine the proper reward system to most effectively increase job satisfaction of employees. These views were supported by Trevor (2004) who emphasized that valence is the degree to which the rewards offered by an organization align with the needs employees seek to fulfill. High valence indicates that the needs of employees are aligned well with the rewards system an organization offers. Conversely, low valence is a poor alignment of needs with rewards and can lead to low job satisfaction and thereby increase turnover and decrease retention.

According to Dubois (2004), staff retention has a direct and causal relationship with employee needs and motivation. Applying a motivation theory model, such as Maslow's Hierarchy of Needs, is an effective way of identifying effective retention protocol.

2.5.5 Work Environment

Employees must have the necessary tools to perform their duties. This includes the proper equipment, machinery and computer technology as well as adequate lighting, work space and ergonomically-correct seating. Poor working conditions due to physical elements lead to low productivity and overall job dissatisfaction. The latter, particularly when left unaddressed, leaves employees feeling unappreciated and they ultimately leave (Bratton, 2003).

According to Moureen (2004) work environment is also one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years.

Homer, (2007) contends that safe working environment leads to increased level of employees' job satisfaction and helps the origination to retain employees for a long time. Unsafe working environments like non-standard work environments have a wider range of types and styles. Some nonstandard environments have a lot in common with standard ones. For instance, in the case of

a construction site, there is no activity without the workers and it is typically empty when no one is working. On the other hand, this environment is often outside and temporary, two factors that separated it from a common office.

Horton, (2007) argued that work environment is often described as good or bad. A good environment is a place where the workers feel at ease and appreciated. Workers in these sorts of environments are often more productive and happy. A bad work environment is a location where the worker feels under-appreciated, threatened or unsettled. Due to the nature of these environments, there is often a high worker turnover rate, and the workers typically fail to live up to their potential.

> Company policy regarding employee behavioral expectations should be created and enforced in compliance with the law. Any complaints, either from employees or customers, should be handled promptly and in accordance with the law. Employees who behave in any way that could endanger anyone should be warned or terminated as required to both follow legal handling of the situation and ensure a safe work environment for everyone (Spencer, 2001).

2.6 Effects of Employee Turnover and Separation

Employee turnover and separation can have detrimental effects on clients and remaining members who struggle to give and receive quality services when positions are vacated and then filled by inexperienced personnel. Also, high rates can bring about client's mistrust and discourage workers form remaining loyal to the organization or even those seeking to enter it. Additionally, labor turnover is costly and unproductively time consuming, and it is responsible for the early cycle of recruitment employment orientation production, resignation that is detrimental to the reputation of organizations which are entangled in it.

Yared (2007), on his research conducted at the IRC stated that the organization has been incurred a huge amount of money in a year because of staff turnover. Accordingly, the institute was incurred costs for vacancy posting, medical checkup expense, telephone call for checking references, travel cost, costs related with orientation new recruited employees, relocation expenses and others which estimated to birr 202, 200.00. He also underlined other non-financial values that the organization has lost including, time spend by managers to review the employment process, loss of organizational memory, time and money spent for training of

newly employed personnel until he gain the desired level of skills are other major factors that the institute have lost.

2.6.1 Loss in Productivity

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

2.6.2 Low Level of Commitment

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

2.6.3 High Training and Recruitment Costs

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

2.6.4 Loss of Experienced and Skilled Personnel

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

2.6.5 Loss of Confidence

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

2.6.6 Other Factors

Different writers agree that the cost of replacing one employee equals one to three times the annual salary and benefits total plus the additional cost of lost revenue that the seasoned employee would likely have generated. The number one reason employees voluntarily leave their jobs is not the company, not the work, but the boss. Researchers agree that salary, career growth, benefits and job fit are leading factors for why employees stay or leave an organization. And employee retention are related to managers behavior because, they want more involvement in decision making, more appreciation, better communication, more team-building, flexible work conditions, more autonomy and better coaching (Mark, 2011).

2.7 Employee Retention

The concept of employee retention emerged with regularity in 1970's and early 1980's because prior to this, most people entered into organizations and remained for a very long time, sometimes for the duration of their working life. But as job mobility and voluntary job changes begun to increase dramatically, employers found themselves with the problem of employee turnover and a matching management tool known as employee retention begun to be developed (McKeown, 2002).

Retention is a voluntary move by an organization to create an environment which engages employees for long term (Michael, 2008). Retention of human resources refers to the attempts to ensure that employees stay in the organization and that voluntary turnover is minimized. The

main purpose of retention is to prevent competent employees from leaving the organization as this could have adverse effects on productivity and service delivery (Chiboiwa, Samuel and Chipunza 2008). The author in (Michael, 2008) contends that retention allows senior and line managers to attract and effectively retain critical skills and high performing employees. The objective of retention policies should be to identify and retain committed employees for as long as is mutually profitable to the organization and the employee (Sutherland, 2000).

2.8 Strategies that Minimize Employees Turnover

There are strategies which could be put in place in every organization to address the problem of employees' turnover. These measures may not totally eliminate employees' turnover but surely it will reduce it to the barest minimum (Ngethe, Iravo & Namusonge, 2012).

I. Provision of Quality Leadership

Employees' turnover can be reduced through the provision of quality management by management generally and by individual manager and team leader (Armstrong, 2004). Employees should be treated fairly, justly and with human dignity by managers, giving them due respect, devoid of harassment and embarrassment. This will create an atmosphere of mutual respect between managers and their staff, and in turn drastically reduce employees' turnover (Shamsuzzoha & Shumon, 2010). Employees are likely going to stay with an organization if they are convinced that their managers show interest and concern for them, if they are familiar with what is expected of them, if they are given a role that fits their capabilities and if they receive regular positive feedback and recognition. The quality of relationship an employee has with his or her immediate managers elongates employee stay in an organization.

II. Creating conducive work environment

Another strategy which can be utilized in addressing employees' turnover is through the creation of conducive work environment for employees. Work environment is one of the factors that affect employee's decision to stay with the organization (Ngethe, *et al*., 2012).The physical condition in the place of work should be such that it has crucial amenities that will motivate employees to do their best. Adequate provision of basic amenities such as health care services, air conditioning, office space, furniture, suitable lighting, and proper ventilation can encourage

employees to remain with their employers (Shukla& Sinha, 2013). Similarly, employers should create an atmosphere that will reduce employees' stress level at all times as this will further boost their morale to remain in the organization (Firth, *et al.*, 2007).Working environment that is comfortable, relatively low in physical psychological stress, facilities and attainment of work goals will tend to produce high levels of satisfaction among employees.

III. Enhanced remuneration packages

Attractive remuneration package is one of the extremely essential factors of reducing employees' turnover since through its employees' financial and physical needs can be met. Employees will not likely want to quit their present job for a new one if they are convinced that their current remuneration packages are above average of what is obtainable in the same industry. According to Tettey (2006) satisfaction with salaries is one of the key factor facilitating the commitment of employees to their organizations and careers, and consequently their decision or intent not to leave.

V. Provision of career progression opportunities

Employees' turnover can be drastically reduced through the provision of avenues for career progression by employers. There should be opportunities for growth and promotion within the organization (Rampur, 2009). Employees look forward to working in organizations that make available to them opportunities to be promoted to new higher and more challenging positions. Dockel (2003) strongly argues that employees should not only be rewarded financially but they should also be provided with opportunities to grow within the organization. Employees who feel that they are making progress in their positions generally are motivated and will likely stay in fulfilling position. Promotion offers opportunities for growth and is also one of Herzberg motivators which can be used to enhance retention (Rampur, 2009).

IV. Provision of training and development opportunities

Training and development represent another strategy for reducing employees' turnover in any organization. Training provides employees with specific skills or helps to correct deficiencies in their performances, while development is an effort to provide employees with abilities the organization will need in the future (Chew, 2004). The purpose of training in the work context is to develop the abilities of the individual and to satisfy the current and future manpower needs of

the organization. Dockel (2003) observes that opportunities for training and development are among the most important reasons why employees stay especially young and enthusiastic ones. Investment in training is one way to show employees how important they are. One of the factors that Hertzberg identifies as an important motivator is the advancement opportunities.

2.9 Empirical Literature

A study made by Bula (2012) found that salary is a major factor causing labor turnover followed by training, promotion, performance appraisal and work condition. Other factors like recognition, job content, participation in decision making and leadership style were also considered as immediate factors. It was also revealed that although lack of employee commitment and motivation can be major causes of labor turnover, they are dependent on all the other factors causing labor turnover.

Another study made by Ongori(2007) shows that among of the factors that influence employees' turnover in any organization are inadequate information including physically powerful communication systems on effective performance, uncertain supervisors' desires and peer employees, and conflicting job functions. These factors may be the basis on which employees may begin to experience loss of job satisfaction and may finally result in an employee leaving the organization. Factors such as poor personnel policies, poor recruitment policies, poor supervisory practices and poor grievance procedures contribute to high labor turnover from the study. Where there were cases of improper management practices and policies on employees matters; especially when employees are not recruited systematically, promotions of employees are not based on spelled out policies, no grievance resolution procedures in place, these would lead to high employees' turnover.

The study made by Amman (2015) that Favorable government policy, which encourages professionals to organize themselves and working their own business, better salary at external market, are external factors that are contributing for high turnover, while lack of good treatment for workers, problem on arrangement of logistic on workers, lack of recognition and encouragement they are getting for their better performances or and poor communication internal factors.

2.10 Conceptual Framework of Employee Turnover

```
                    ┌──────────────┐
                    │  Work stress │
   ┌──────────┐     └──────────────┘   ┌──────────────┐
   │  Salary  │                        │  Work load   │
   └──────────┘                        └──────────────┘


┌──────────────┐                    ┌─────────────────────┐
│     Job      │                    │   Job satisfaction  │      ┌──────────────┐
│ satisfaction │ ─────────────────▶ │   /commitment/      │ ───▶ │  Employee    │
└──────────────┘                    │   organizational    │      │  Turnover    │
                                    │   performance       │      └──────────────┘
┌──────────────┐                    └─────────────────────┘
│   Family     │ ─────────────────▶
│   Matter     │
└──────────────┘
```
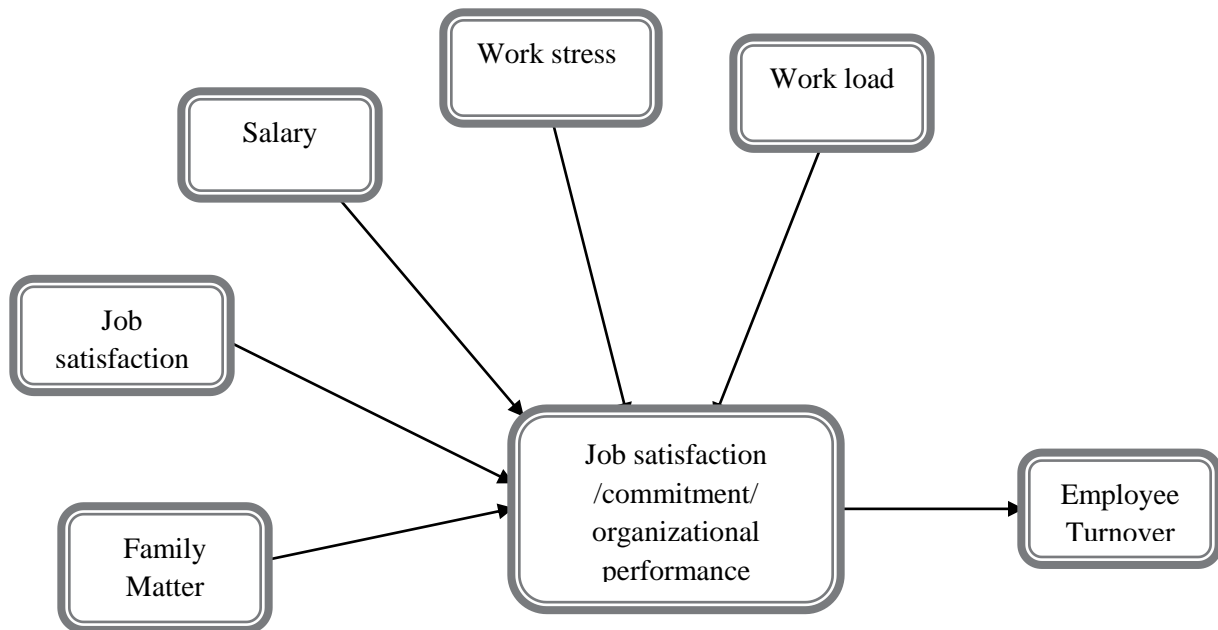
Interdisciplinary Journal of contemporary Research in Business Vol. 4, No.9, 2013

The conceptual frameworks for the study taken Job performance as dependent variable and, work load, employee salary, job satisfaction, and work to family conflict are taken as an independent variable.

The dependent variable, employee turnover, can be explained by the independent variables; salary job satisfaction, personal issue, work stress, work load, and organizational performance. As work stress increase among workers, disagreement occurs and this leads to turnover. The conceptual frameworks for the study taken Job performance as dependent variable and, work load, employee salary, job satisfaction, and work to family conflict are taken as an independent variable.

The dependent variable, employee turnover, can be explained by the independent variables; salary job satisfaction, personal issue, work stress, work load, and organizational performance. As work stress increase among workers, disagreement occurs and this leads to turnover.

2.10.1. Theoretical Frame Work

Based on the overall review of related literatures and the studies made, the following was frame work was developed.

Figure -2: Theoretical Frame Work
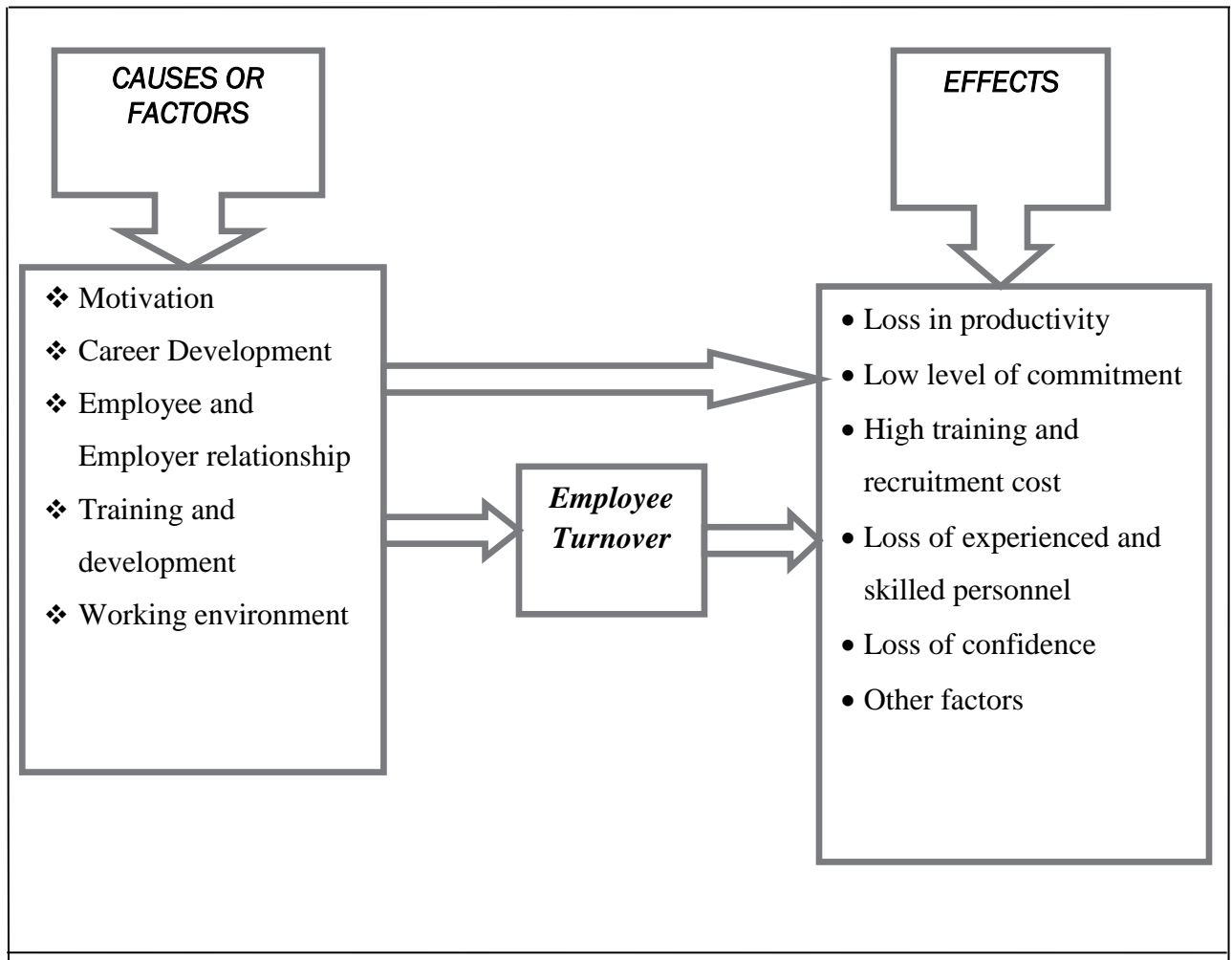
Source: Researchers own framework Review of Related Literature

<center>**CHAPTER THREE**</center>

<center>**RESEARCH DESIGN AND METHODOLOGY**</center>

This chapter discussed the major areas of research design and methodology. These areas consisted of research design; sources of data, population and sampling techniques, Instruments of data collection, procedure of data collection and method of data analysis.

3.1 Research Design

Descriptive Survey method was employed to conduct this study. Descriptive survey is an appropriate method to investigate the current situation (Creswell, 1994:68).

3.2 Source of Data

In an effort to address the assessment of turnover and its management practice and to provide possible recommendations, the researcher used both primary and secondary data sources. With regard to primary data, a questionnaire was developed by the researcher on the basis of literature review and distributed to ex-employees to collect quantitative data that was used to fulfill the objectives of the study. Furthermore, interviews were conducted with management and other concerned bodies. Interviews were made with these people in order to be familiar with over all environment of the organization and to gather data on efforts made to reduce employee's turnover.

In addition, As far as secondary data is concerned, relevant data were collected from the organization human resource management (HRM) and planning department to explore turnover trends and history of ex-employee and books, journals, articles, literatures, websites and other available sources were also analyzed.

3.3 Population and Sampling Technique

For the purpose of this study, convenience sampling method was used for the ex- employees of the organization to select the respondents. The reason of selecting convenience sampling methods by the researcher was for its easy accessibility to reach the respondents. According to (Dörnyei 2007) the members of the target population are selected for the purpose of the study if they meet certain practical criteria, such as geographical proximity, availability at a certain time,

easy accessibility, or the willingness to volunteer. The ex-employees refer to 118 employees who left the Ethiopian standard agency. Among these those who fulfill the criteria of qualified ex-employees are 82. Accordingly, the sample is drawn from those who can fulfill the criteria of qualified ex-employees of the organization. Among these ex-employees the sample taken is 40 (Forty), which is 49% of the target populations. The sample taken is representative of the target population in which the study is undertaken. Exceptions of the sample were those who are below diploma holders because their turnover is not such series.

3.4. Instruments of Data Collection

As it is suggested in the above two instruments were used to collect relevant data for this study. These include questionnaires and interviews.

3.4.1 Questionnaire

Structured questionnaires were used to collect data. The structured questionnaires were chosen, because they ensured the confidentiality of responses and save time. According to (Kakinda 2000) writes that 90% of the research in the social sciences is conducted using questionnaires. The questionnaire of two parts. The first part, regards the demographic characteristics of the respondents; the second part the perception of ex-employees about the causes of turnover at ESA.

The questions which were developed in the questionnaire were close ended questions. Because they help the researcher to know the respondents perceptions, and helps the respondents to choose one option from the given scales that best aligns with their views.

3.4.2 Interview

Structured face to face interview was used to collect data from the management and concerned bodies. This instrument was used because interview is appropriate instrument to get in depth information from management.

3.5 Procedures of Data Collection

The researcher strictly followed the following procedures to collect the relevant data for the study.

1. Data collection tools that are questionnaires and interview check list were prepared. The questionnaire developed for ex-employees were pilot tested to check clarity.
2. Based on the feedback from pilot test, relevant corrections were made on some ambiguous questions.
3. The amended questionnaire was delivered by hand to the respondents and filled and returned to the researcher.
4. Interview session was conducted with the management and other concerned bodies and the information obtained was compiled accordingly.

3.6. Data Analysis Methods

To meet the objectives of the study, the quantitative data was analyzed using Descriptive statistics like frequency and percentages for organized items. The qualitative data obtained through interview was presented through narrative description and was incorporated in the analysis to supplement and substantiate the data available through questionnaire.

3.7 Ethical issues

Confidentiality and privacy are some of the most corner stone of field research activities in order to get relevant and appropriate data. In order to conduct the study, priority will be given to the oral consent of leaders and will take care of the organization privacy. Thus, the researcher was ethical when analyzing and observing the written document so as to get the necessary information within the organization and well treated the respondents to be free.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

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

4.1 Demographic Characteristics of the Respondents

The demographic characteristics part of the questionnaire includes the personal futures like age, gender, marital status, qualification and years of experience at ESA. The details are as follows;

Table 4-1 Demographic Characteristic of the Respondents

No.	Item	Measurement	Percentage		
			Frequency	Valid %	Cumulative %
1.	Age	Below 25	2	5.3	5.3
		25-30	10	26.3	31.6
		31-35	15	39.5	71.1
		36-40	7	18.4	89.5
		Above 40	4	10.5	100
		Total	38	100	
2	Gender	Male (1)	23	60.5	60.5
		Female(2)	15	39.5	100
		Total	38	100	
3.	Marital status	Single (1)	26	68.4	68.4
		Married (2)	12	31.6	100
		Total	38	100	
4.	Qualification	10+2 (1)	0	0	0
		12+2 (2)	7	18.4	18.4
		BSC/BA	22	57.9	76.3
		MSC/MA (4)	9	23.7	100
		PhD (5)	0	0	
		Total	38	100	
5.	Years of Experience at ESA	Less than 1 year	0	0	0
		1-3 years	7	18.4	18.4
		3-5 years	12	31.6	50
		5-10 years	16	42.1	92.1
		10 years and above	3	7.9	100
		Total	38	100	

Source: Own survey, 2017

Item -1 shows the summary of respondents' demographic factors. Accordingly, Item -1 of the table indicates out of 38 respondents, 5.3% below 25, 26.3% between 25 and 30, 39.5 % between 31 and 35, 18.4% between 36 and 40, and 10.5% above 40 percent respectively. The majority 65.8% are below the age of 35. Age is consistently and negatively related to turnover. Younger and energetic employees are more likely to resign than older employees.

As indicated item 2 of table 2, 60.5% of ex-employees respondents are males whereas 39.5% are females. This implies that the majority of the ex-employees are males who have interest of resignation than that of females.

As indicated item 3 of the same table above, 68.4% percent of ex-employees respondents are single whereas 31.6% are married. So, based on the data it is possible to generalize that ex-employees were single. As many researchers thought that marriage imposes increased responsibilities that make a job more valuable and important. Therefore, married employees are less likely to leave their jobs.

As shown Item 4 the same table is concerning the qualification of the respondents. Accordingly, 57.9% of the ex-employees were first degree holders, 23.7% second degree qualification level and 18.4% of respondent's diploma holders respectively. There were no respondents who were qualified at PhD level. Based on the respondents' response; one can conclude that most of ex-employees graduated from different universities and colleges.

With regard to item 5 of the same table in the above, that summarizes years of experience, 18.4%, 31.6%, 42.1%, and 7.9% of the ex- employee respondents served the organization for 1-3 years, 3- 5 years, 5 - 10 years and above 10 years respectively. As it can be seen, the majority of the ex-employee respondents 42.1% served the organization above five years. From the data we understand that most experienced ex-employees have a great chance to leave the organization.

4.2. Data Analysis

In this section the data obtained on employee turnover from organizations' annual report, interview conducted with management of ESA and other concerned body, the data collected

through questionnaires from skilled ex-employees of ESA are analyzed, presented and interpreted by using percentage.

Table 4.2 Respondents response on lack of Motivation a cause of turnover

No	Items	Distribution	Response category					Total
			SA	A	NAD	D	SD	
1.	I left ESA because the amount of salary I received for my job was not equal to others doing similar works in other organizations	Frequency	9	13	5	7	4	38
		Valid %	23.7	34.2	13.2	18.4	10.5	100
		Cumul %	23.7	57.9	71.1	89.5	100	-
2.	I left ESA because I felt that I was not paid well in comparison with my responsibilities, qualification and experience.	Frequency	10	11	3	12	2	38
		Valid %	26.3	28.9	7.9	31.6	5.3	100
		Cumul %	26.3	55.2	63.1	94.7	100	-
3.	I left ESA because there were no fair benefits for overall employees.	Frequency	11	9	2	10	6	38
		Valid %	28.9	23.7	5.3	26.3	15.8	100
		Cumul %	28.9	52.6	57.9	84.2	100	-
4	I left ESA because terminal benefit& pension of the institution was not good.	Frequency	10	12	3	11	2	38
		Valid %	26.3	31.6	7.9	28.9	5.3	100
		Cumul %	26.3	57.9	65.8	94.7	100	-
5	I left ESA because the organization did not give recognition for well done work.	Frequency	11	13	5	7	2	38
		Valid %	28.9	34.2	13.2	18.4	5.3	100
		Cumul %	28.9	63.1	76.3	94.7	100	-
6	I Left ESA because I felt that the evaluation did not reflect my performance	Frequency	9	12	3	10	4	38
		Valid %	23.7	31.6	7.9	26.3	10.5	100
		Cumul %	23.7	55.3	63.2	89.5	100	-

Source: Own survey, 2017

Regarding to the item 1 of table 4.2 indicate that when the ex- employees asked about they left ESA because the amount of pay they received for their job was not equal to others doing similar works in other organizations. Accordingly, 23.7% replied they strongly agreed, 34.2% agreed, 13.2% neither agreed nor disagreed, 18.4% they disagreed and 10.5% strongly disagreed respectively. Most (57.9%) ex-employees responded that the salary they were paid was not equal to others doing similar jobs in other organizations. This finding is highly supported by researchers that one of the most common reasons given by employees leaving their current employment is the availability of higher paying jobs. So, based on the response one can deduce that payment or salary is the main cause of turnover in the organization.

Item 2 of the same table above asks when the ex-employees left ESA because they felt that they were not paid in comparison with their responsibilities, qualification and experience. Accordingly, 26.3%, respondents responded they strongly agreed with the issue, 28.9% agreed ,

7.9% remained neutral, and 31.6% disagreed and 5.3% strongly disagreed with the idea respectively. As indicted from the table, majority (55.2 %) of respondents agreed they were not paid well in comparison to their responsibilities, qualification and experience. Therefore, based on the findings, payment or salary is also the main reason for employee turnover in the organization.

Item 3 of table 3 above, tries to identify the ex-employees asked they left ESA because it did not provide fair benefit for overall employees. Accordingly 28.9% strongly agreed with the idea, 23.7% also agreed, 5.3% remained neutral, 26.3% disagreed 15.8% strongly disagreed with the idea respectively. Majority 52.6 % responded that they are agreed with the idea so lack of fair benefit for over all employees is the major causes of turnover.

Item 4 of table 3 asked the ex- employees of the organization left ESA because the provision of terminal benefit and pension payment of the organization were not good. Accordingly 26% responded strongly agreed, 31.6% agreed 7.9% remained neutral, 28.9% they disagreed and 5.3% also strongly disagreed with the idea respectively. From this the majority which is 57.6% replied their agreement with the idea. Therefore, from the findings this is also the main cause of the turnover.

On the other hand in Item-5 of the same table above, the ex-employees were asked if they left ESA because the organization did not give recognition for well done work. In this regard, 28.9% of respondents responded as they are strongly agreed with the idea, 34.2% also agreed 13.2% neither agreed nor disagreed with the idea 18.4% they disagreed and 5.3% strongly disagreed with the idea respectively. Majority (63.1%) agreed with the idea. Based on the findings, one can deduce that lack of recognition for well done work by the organization is the cause for employee turnover.

In Item-6 of the same table, the ex-employee asked if they left ESA because they felt that evaluation did not reflect employee's performance. Accordingly, 23.7 %of respondents respond strongly agreed, 31.6% agreed, 7.9% they were remained neutral, 26.3% they disagreed and 10.5% they strongly disagreed with the idea respectively. Majority of which 55.3% ex-employee agreed with the idea. Therefore evaluation didn't reflect employee performance also one reason to employee turnover.

Table 4.3 Respondents response on Lack of Career Development as a cause of turnover

No	Items	Distribution	Response category					Total
			SA	A	NAD	D	SD	
1	I left ESA because that there was no fair promotion and career mechanism based on performance.	Frequency	9	13	5	4	7	38
		Valid %	23.7	34.2	13.2	10.5	18.4	100
		Cumul %	23.7	57.9	71.1	81.6	100	-
2	I left ESA because I felt that my input was not appreciated.	Frequency	12	8	3	10	5	38
		Valid %	31.6	21	7.9	26.3	13.2	100
		Cumul %	31.6	52.6	60.5	86.8	100	-
3	I left ESA because I felt that my qualification and experience were not considered for promotion and the provision of opportunities were not equal among employees.	Frequency	8	17	3	4	6	38
		Valid %	21	44.7	7.9	10.5	15.9	100
		Cumul %	21	65.7	73.6	84.1	100	-
4	I left ESA because the actual work did not add any value for my future career.	Frequency	10	11	5	9	3	38
		Valid %	26.3	28.9	13.2	23.7	7.9	100
		Cumul %	26.3	55.2	68.4	92.1	100	-

Source:Own survey, 2017

As indicated item 1 of table 4.3 above, tries to identify if the ex-employees of ESA left the organization because there was no fair promotion and career mechanism based on performance. The data indicates that, 23.7% respondents responded that they were strongly agreed with the idea, 34.2% responded that they agreed, 13.2% responded that they were neutral on the issue, 10.5% responded that they were disagreed while 18.4% responded that they were strongly disagreed with the idea respectively. Most ex-employee 57.9% agreed about there were no fair promotion and career mechanism based on performance. Therefore, one can conclude that lack of fair promotion and career mechanism was also one of the main causes of high turnover.

Item 2, of the same table asked, if the ex-employees left ESA because their input was not appreciated. The data showed that 31.6% replied strongly agreed, 21% replied also agreed, whereas 7.9% replied as they were neither agreed nor disagreed with idea, 26.3 % replied as they were disagreed and 13.2**%** they strongly disagreed with the issue respectively. This data indicates 52.6% respondent of ex-employees agreed that their input were not appreciated by the organization. So, based on the finding not appreciating the input of the employees was also found to be the main reason for employee for turnover.

Item 3 of the same table above, tries to identify if the ex-employees of ESA left the organization because they felt that their qualification and experience were not considered for promotion and the opportunity were not equal among employees. According to the respondent's response 21% expressed that they were strongly agreed, 44.7% expressed that they were agreed, 7.9% remain neutral, whereas 10.5% disagreed and 15.9% were strongly disagreed with the idea respectively. Since, the majority of the respondent's 65.7% agreed with the idea, we can conclude that not considering qualification and experience for promotion and the absence of equal opportunities among employees were the main reason for high employee turnover.

On the other hand in Item 4 of the same table above the ex-employees were asked if they left ESA because the actual work did not add any value for their future career. According to the respondents 26.3% replied that they strongly agreed, 28.9% replied that they agreed, 13.2% remained neutral with the idea ,where as 23.7% replied that they were disagreed and7.9% strongly disagreed respectively. Most (55.2%) of ex- employee agreed with the actual work did not add any value for the future career can also be from the data one can say this is also a cause of employee turnover.

Table-4.4 Respondents response on poor Interrelationship between Employees and Management as a cause of turnover

N o	Items	Distribution	Response category					Total
			SA	A	NAD	D	SD	
1.	I left ESA because I felt that the relation between management and employees were not good.	Frequency	17	8	2	5	6	38
		Valid %	44.7	21	5.3	13.2	15.8	100
		Cumul %	44.7	65.7	71	84.2	100	-
2.	I left ESA because I felt that the Managers and HRD did not treat employees fairly.	Frequency	19	16	2	1	0	38
		Valid %	50	42.1	5.3	2.6	0	100
		Cumul %	50	92.1	97.4	100	100	-
3.	I left ESA because I felt that the managers were not willing to listen to my work- related problems	Frequency	13	19	3	2	1	38
		Valid %	34.2	50	7.9	5.3	2.6	100
		Cumul %	34.2	84.2	92.1	97.4	100	-
4	I left ESA because supervisors did not allow me to participate in the decision making process.	Frequency	14	15	3	5	1	38
		Valid %	36.8	39.5	7.9	13.2	2.6	100
		Cumul %	36.8	76.3	84.2	97.4	100	-
5	I left ESA because I felt that managers were not willing to provide me constant feedback about my activity.	Frequency	13	15	3	6	1	38
		Valid %	34.2	39.5	7.9	15.8	2.6	100
		Cumul %	34.2	73.7	81.6	97.4	100	-
6	I left ESA because I felt that the supervision did not encourage me to spend extra effort.	Frequency	13	9	5	8	3	38
		Valid %	34.2	23.7	13.2	21	7.9	100
		Cumul %	34.2	57.9	71.1	92.1	100	-

Source: Own survey, 2017

As it can be observed from item 1 of table 4.4, the respondents were asked if the ex-employee left the organization because they felt that the relation between the organization management and employee were not good. In this regard, 34.2% of respondents responded strongly agreed, 39.5% agreed 7.9% they were neutral, 15.8% disagreed and 2.6% strongly disagreed with the idea respectively. The majority of them which is 73.7% agreed with the idea .Therefore, one can conclude that a poor management and employee's relationship could also be the main factor for employee turnover.

Item 2 in the same table above on the statement 'I left ESA because I felt that the Managers and HRD did not treat employees fairly, it was revealed that, 50% respondents were responded strongly agreed with the idea, 42.1% agreed, 5.3% remained neutral, 2.6% disagreed with the idea respectively. Most 92.1% agreed that the organization management and HRD did not treat employees fairly or equally could also be a factor for the termination of employees. Many researchers also justified that management in general, or a particular manager and team leader treating employees unjustly or bullying his staff can lead to a high rate of employee turnover.

As item 3, of the same table above asks, if ex-employees of ESA left the organization because they felt that the organization managers were not willing to listen to their work- related problems. In this regard, 34.2% respondents responded strongly agreed with the idea, 50% they a were agreed , 7.9% were neither agreed nor disagreed with the idea, 5.3% were disagreed and 2.6% were strongly disagreed with the idea respectively. The majority of them which is 84.2% of ex- employees agreed with the idea. Therefore, the manager's unwillingness to listen to work related problems of their employees could also be the main factor for employees not staying in the organization.

As indicated item 4 of table 4.4 above, makes sure that if the ex-employees left ESA because supervisors were not allowed to participate in the decision making process. According to the respondents. 36.8% replied that they strongly agreed, 39.5% replied they also agreed , On the other hand 7.9% remained neutral with the idea ,13.2% disagreed with the idea 2.6% strongly disagreed with the idea respectively. The majority of them 76.3% agreed with the idea that supervisors were not allowed employees to participate in the decision making process. So, based on the respondents response luck of participation in decision making process could affect employees not to stay in the organization.

As shown item 5 of table 5 above, asks ex-employee if they left ESA because they felt that the supervisors were not willing to provide them constant feedback about their activity. With regard to this, 34.2% strongly agreed with the idea, 39.5% also agreed, 7.9% disagreed with the idea, while 15.8% respondents disagreed with the idea respectively. 73.7% of ex-employees agreed with supervisors were not willing to provide constant feedback for the work. So, based on data this factor had its own impact on ex-employees turnover.

Item 6 of the same table above requests the level of agreements of the respondents' reason for they left ESA because they felt that the supervision was not encourages employees to spend extra effort. On this view, 34.2 % of respondents replied strongly agreed with the idea 23.7% agreed, 13.2% they remained neutral. On the contrary, 21% disagreed with the idea, 7.9% strongly disagreed with the idea respectively. In this regard, majority of which 57.9 % agreed about the supervision did not encourage employee to spend extra effort .So this is also the main cause for employee not to stay in the organization.

Table -4.5 Respondents response on Lack of Training and Development as a cause of turnover

No	Items	Distribution	Response category					Total
			SA	A	NAD	D	SD	
1.	I left ESA because the organization training and development program was unfair in general.	Frequency	12	10	4	5	7	38
		Valid %	31.6	26.3	10.5	13.2	18.4	100
		Cumul %	31.6	57.9	68.4	81.6	100	-
2.	I left ESA because there were no opportunities to long term studies.	Frequency	11	15	5	4	3	38
		Valid %	28.9	39.5	13.2	10.5	7.9	100
		Cumul %	28.9	68.4	81.6	92.1	100	-

Source:Own survey, 2017

Item 1 of table 4.5 tries to explore if the ex-employees left ESA because they felt that the organization training and development program was unfair. In this regard 31.6 % of respondents responded as they were strongly agreed, 26.3% agreed, 10.5% neither agreed nor disagreed, 13.2% disagreed 18.4% strongly disagreed with the idea respectively . Majority (57.9%) of ex-employees agreed with the idea. So, the unfairness of the organization training and development program was the main reason for employee turnover.

Item-2 of the table 4.5 tries to identify if the ex-employees left ESA, because the organization didn't give an opportunities to long term studies. According to respondents 28.9 % replied strongly agreed, 39.5% replied agreed, 13.2% remained neutral, .10.5% replied disagreed and 7.9

% replied strongly disagreed respectively. Majority (68.4%) ex-employees agreed with the issue. Therefore, lack of opportunity for long term studies can also be the main cause of employee turnover.

Table 4.6 Respondents response on Work Environment as a cause of turnover

No	Items	Distribution	Response category					Total
			SA	A	NAD	D	SD	
1.	I left ESA because I felt that the Working environment of the organization was not attractive comparing to other public organization.	Frequency	15	13	1	6	3	38
		Valid %	39.5	34.2	2.6	15.8	7.9	100
		Cumul %	39.5	73.7	76.3	92.1	100	-
2.	I left ESA because I felt that Freedom was not given for innovative thinking.	Frequency	12	8	4	9	5	38
		Valid %	31.6	21	10.5	23.7	13.2	100
		Cumul %	31.6	52.6	63.1	86.8	100	-
3.	I left ESA because I felt that the relationship between employee and coworkers were poor.	Frequency	7	14	3	12	2	38
		Valid %	18.4	36.8	7.9	31.6	5.3	100
		Cumul %	18.4	55.2	63.1	94.7	100	-
4	I left ESA because the organizational policies related to my job were not adequately communicated to me.	Frequency	3	12	2	13	8	38
		Valid %	7.9	31.6	5.3	34.2	21	100
		Cumul %	7.9	39.5	44.8	79	100	-
5	I left ESA because I felt that the disciplinary procedures were not properly laid down.	Frequency	11	10	6	9	2	38
		Valid %	28.9	26.3	15.8	23.7	5.3	100
		Cumul %	28.9	55.2	71	94.7	100	-
6	I left ESA because I didn't feel secured in my job.	Frequency	6	17	3	10	2	38
		Valid %	15.8	44.7	7.9	26.3	5.3	100
		Cumul %	15.8	60.5	68.4	94.7	100	-

Source:Own survey, 2017

As indicated item 1 of table 4.6 above, tries to identify if the ex-employees of ESA left the organization because they felt that the working environment of ESA was not attractive comparing to other public organization. Accordingly, 39.5% were strongly agreed with the idea, 34.2% agreed, 15.8% remained neutral, 28.9% disagreed and 7.9% strongly disagreed with the issue respectively. Since, the majority of the respondent's 73.7% agreed with the idea. Therefore, unattractive working environment of the organization can be the factor for ex-employee turnover.

According to item2 of table 7 asked, if the ex- employees of ESA left the organization because they felt that freedom of innovative thinking did not given at ESA. Accordingly, 31.6% respondents were responded strongly agreed with the idea, 21%agreed, 10.5% remained neutral, 23.7% disagreed 13.2% strongly disagreed with the idea respectively. The majority of the

(52.6%) agreed with the idea. Therefore, Based on the finding one can deduce that lack of freedom of innovative thinking can be the main cause for employees to quit the job.

Item 3 of the same table 7 above, tries to identify if the ex-employees of ESA left the organization because they felt that the relationship between employee and coworkers were poor. In this regard, 18.4% they strongly agree with the idea, 36.8% agreed, 7.9% neither agreed nor disagreed 31.6% disagreed and 5.3% strongly agreed with the idea respectively. The majority of them which is 55.2% agreed with the idea. Therefore we can deduce that poor relationship between employee and coworkers in the organization could be the main factor for employee turnover.

As it can be indicated in item 4 of the same table above, the respondents were asked to express their level of agreement with the statement under item 5,In view of that 7.9% of respondents responded they were strongly agreed, 31.6% were agreed, 5.3% remained neutral, 34.2 % disagreed with the idea and 21% strongly disagreed with the item. The majority of them which is 55.2% disagreed with the organizational policies related to their job were adequately communicated to ex-employee. Therefore based on the finding one can say that this is not reason for employee turnover,

In relation to item 5 of the same table above on the statement 'I left ESA because I felt that the disciplinary procedures were not properly laid down,28.9%, respondents were strongly agreed, 26.3% agreed, 15.8% remained neutral, 23.7% disagreed and 5.3% strongly disagree with the idea. So, the majority of which is 55.3% agreed with the unfairness of disciplinary measurement mechanisms of the organization could also be the cause of turnover.

Item 6 of the same table above asked if the ex- employees of ESA left the organization because they did not feel secured in their job. In this regard 15.8% of ex-employee respondents were responded strongly agreed, 44.7% agreed, 7.9% were neutral, 26.3% disagreed with the idea, and 5.3% respondents strongly disagreed respectively. There for Most of 60.5% ex-employee agreed that they did not secure in their job. So, from the data we deduce that job security was the major cause of employee turnover.

Interview Analysis

This section presents the interview made with the managements and other concerned body what have said about the employee's turnover at ESA.

Is management aware about employee turnover of the organization?

The analysis from interview depicts that the management of ESA is aware about the high turnover rate of experienced and skilled employee turnover. As the management of ESA, the increased staff turnover made the organization to not achieve its mission as expected.

Do you feel that the turnover of employees from the organization is a serious problem?

Accordingly, the management feels about the serious problem of high employee turnover, as the management of ESA view, which the main reason why most of its employees are leaving, is due to the poor salary scale and because of having better opportunities somewhere else.

What is your view regarding reasons for turnover of employee?

Management stated that, the reason for high employee turnover some employees resign for searching a better job, lack of benefit and incentive package and personal reason but, above average employee resigned from the organization due to improper handling of employee like, bullying, by the organization. Due to this reason the organization was losing the indispensible skilled and experienced employees.

What costs incur the organization due to turnover?

As management mentioned to get skilled and experienced employees, ESA uses different mechanisms to fill the vacant position posted or advertised by the organization web site. The cost incurred by the organization includes, cost of advertisement through different channel, newspaper, media, telephone, interview costs, and delay in customer service, training and development costs for new recruited and existing employees and career development and bad reputation about the organization can be the impact of high employee turnover.

 Do you make exit interview when employees resign?

As management mentioned, the organization has not yet started to effectively use of the exit interview procedure to identify reasons for employees leaving the organization. But as usual when employee asks to resign the organization, they are required to fill resignation forms but there is no formal exit interview. As per survey of resignation letters written and submitted to the organization, some of them terminate due to searching for better job. But this study noted that most of the reasons stated on the application letter were not saying the truth while filling the forms but to a certain extent employees present false reasons so as to get the valuable document they needed.

What efforts made by the organization to reduce the employee turnover in the future?

According to management view, the organization is trying the current work force to be stable and productive through various retention mechanisms. The first thing for the new recruited employees induction program is given about the overall working condition ,mission, vision and objective of the organization .The employee is also informed about duties and responsibilities for each position and the rules and regulation of the organization. The second thing, the organization also requested public service ministry to allow the new organization structure like other organization to improve the salary scale and benefit package. So, this will reduce employee turnover when it is implemented.

CHAPTER FIVE
SUMMARY CONCLUSION AND RECOMMENDATION

This chapter presents the summary, conclusion and possible recommendations based on the analysis and interpretation of the data that are collected through questionnaires and interviews.

5.1 Summary of major findings

This study tried to evaluate the attitude of the ex-employees and management of ESA towards employee's turnover on the organization. From the analysis made the main reasons of the high employee turnover that are found in the organization are: low salary that is the salary they received were not equal to others doing similar works in other organization, lack of fair benefit for over all employees, the organization did not give recognition for well done work, evaluation didn't reflect their performance, lack of fair promotion and career mechanism based on performance, inputs were not appreciated, experience were not considered for promotion & equal opportunities were not given among employees, the relation between management and employee were not good, the organization management and HRD did not treat employees fairly or equally, managers were not willing to listen to their work- related problems, supervisors did not allow employee to participate in decision making process, supervisors not willing to provide constant feedback for the work, lack of opportunity for long term studies, unattractive working environment, they did not feel secured in their job.

5.2 Conclusions

The organization under the study registered high employee turnover during the past four years. This study tries to identify the main causes of this high employee turnover. Besides the study uses both primary and secondary data sources and for the purpose of collecting primary data, it uses different instruments which are questionnaires for the ex-employees and structured interview for the management and other concerned body. In order to analyze the collected data descriptive statistics like percentage was used.

From the analysis made the main reasons of the high employee turnover that are found in the organization are: low salary that is the salary they received were not equal to others doing similar works in other organization, lack of fair benefit for over all employees, the organization did not give recognition for well done work, evaluation didn't reflect their performance, lack of fair

promotion and career mechanism based on performance, inputs were not appreciated, experience were not considered for promotion & equal opportunities were not given among employees.

The other causes that increases the employee turnover includes, the relation between management and employee were not good, the organization management and HRD did not treat employees fairly or equally, managers were not willing to listen to their work- related problems, supervisors did not allow employee to participate in decision making process, managers not willing to provide constant feedback for the work, lack of opportunity for long term studies, unattractive working environment, they did not feel secured in their job were among the main factors of employee 'turnover in the ESA.

The findings lead to the conclusion that the that Ethiopian standard Agency is facing a problem of losing young energetic, skilled and experienced employees as a result of turnover. This could lead the organization productivity /performance/ to diminish, because employees' turnover has cost repercussion to the organization.

5.3 Recommendations

On the basis of the analysis summary of findings derived with regard to causes of turnover, the following recommendations were made with the hope that implementation would reduce the problem identified.

On the basis of analysis and its findings, the following recommendations have been given:

❖ In order to reduce employee turnover in Ethiopian standard agency the study recommends that; Salary of employees should be improved because inadequate salary is one of the causes that employees resign their job.

❖ Benefits provided by the organizations encourage employees to stay in the organization. Hence management should treat equally /impartially and provide benefits that will attract the best employees to remain in the organization in order to improve the organizational effectiveness.

❖ The organization should recognize and appreciate excellent performers and this helps to retain skilled and experienced employees to the organization thus employee turnover reduced.

❖ The organization should employ effective employee performance appraisal systems that evaluate employee's performance openly and fairly. In the meantime it confirms employee trustworthiness to their organization. Thus, employer should demonstrate equal and fair employee handling mechanisms based on their performance evaluation.

❖ The management should create opportunities for career advancement in the organization. Creation of opportunities for career advancement may help staff to become more competent and to enjoy their work even better.

❖ The organization should also appreciate employees input in the organization when they meet organizational goals. Appreciation can be through announcement or writing a letter of commendation and placing it in the notice board or provide some incentives.

❖ Besides, the organization should implement qualification and experience to promote career and provide opportunity for all employees impartially. Because employees who feel that they are making progress in their positions generally are motivated and will likely stay in fulfilling position.

❖ The organization should reduce non value added jobs by revisiting employee's job description in order to add some challenge job tasks on the employee's job description. If there is no match between employee and the job, the employees become fading up by the job that provides no challenges or one that provides unrealistic challenges. These realities are the ones that make people leave the organization.

❖ Since the management of the organization is aware of turnover and its reason, management and HR should treat employees fairly/equally and ensure work life balance among employees by encouraging and giving employees' opportunity to connect with one another through acts of generosity, and the expression of gratitude. Employees will be healthier, happier, feel more like at home thus will be less likely to resign.

❖ Besides, Managers should pay attention for employees work related problems and avoid dissatisfaction in managerial support. Because this could help employees to perform better in their jobs.

❖ Management should involve employees in the decision making process and in any issue that will affect them in the organization. Employee involvement may be through meeting with their representatives.

❖ Managers should provide regular, timely feedback to employees on how they are doing. Because, feedback generate change in job behavior and in addition fair and clear supervision   motivates employees to give extra effort in the organization.

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

❖ Management should support young professionals with materials to have their own innovative thinking and give them recognition to those innovative thinkers.

❖ Management should work towards creating smooth and 'collegial relationship since informal group contribute to the effectiveness of work carried out by employees of the organization.

❖ The finding of the study reveals that the organizational policies related to their job were adequately communicated to ex-employee and this good communication practice should continue.

❖ The organization should treat employee equally/impartially ways of disciplinary handling mechanisms and the organization should provide job security to employees as can as possible.

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St. Mary's University
School of Graduate studies
MBA Program

Questionnaire filled by ex- Employees of Ethiopian Standard Agency (ESA).

Dear, Respondents

I am a student at Saint Marry University pursuing Masters of Business Administration. I am carrying out a study on THE CAUSES OF EMPLOYEE TURNOVER AT ETHIOPIAN STANDARD AGENCY. The outcome of the study will be used in order to suggest possible solutions for problems identified while conducting the study. You are kindly requested to complete the attached questionnaire so as to enable me accomplish the study. Please, note that all the information given shall be treated purely and used for academic purposes and shall be treated as confidential. Therefore, you are not expected to write your name.

Thank you for your cooperation!

A. General Background of Respondents (Demographic Information)

Instruction:

   Kindly fill the following questions by ticking (√) the box.

Part A: Respondents Information

1. Age

   Below 25 ☐   25-30 ☐   31-35 ☐

   36-40 ☐   Above 40 ☐

2. Sex

   Male ☐   Female ☐

3. Marital Status

   Single ☐   Married ☐

4. Qualification

   BA/BSC ☐   MA/MSC ☐   Diploma ☐

12+2   10+ ☐   ☐

   5. Years of experience at ESA

Less than 1 year ☐   1-3 years ☐   3-5 years ☐

   5-10 years ☐   10 years and above ☐

A. Items concerning Major causes of employees' turnover

Note Select only one among the options given below

1= Strongly Agree 2= Agree 3= Neutral 4= Disagree 5= strongly   disagree

Therefore, Select only one among the options given below and put (√) symbol

No.	Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
A	**lack of Motivation**	1	2	3	4	5
1.	I left ESA because the amount of salary I received for my job was not equal to others doing similar works in other organizations					
2.	I left ESA because I felt that I was not paid well in comparison with my responsibilities, qualification and experience.					
3.	I left ESA because there was no fair benefits for overall employees					
4	I left ESA because terminal benefit& pension of the institution was not good.					
5.	I left ESA because the organization did not give recognition for well done work.					
6	I Left ESA because I felt that the evaluation did not reflect my performance					
B	**Lack of Career Development**					
1	I left ESA because that there was no fair promotion and career mechanism based on performance.					
2.	I left ESA because I felt that my input was not appreciated					
3.	I left ESA because I felt that my qualification and experience were not considered for promotion and the provision of opportunities were not equal among employees					
4	I left ESA because the actual work did not add any value for my future career.					
C	**poor Interrelationship between Employees and Management**					
1	I left ESA because I felt that the relation between management and employees were not good.					
2.	I left ESA because I felt that the Managers and HRD did not treat employees fairly					
3.	I left ESA because I felt that the managers were not willing to listen to my work- related problems					
4	I left ESA because supervisors did not allow me to participate in the decision making process.					
5.	I left ESA because I felt that managers were not willing to provide me constant feedback about my activity					
6	I left ESA because I felt that the supervision did not encourage me to spend extra effort					
D	**Luck of training and development**					

No. Item	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
1. I left ESA because the organization training and development program was unfair in general.					
2. I left ESA because there were no opportunities to long term studies.					
E Work Environment					
1 I left ESA because I felt that the Working environment of the organization was not attractive comparing to other public organization.					
2. I left ESA because I felt that Freedom was not given for innovative thinking.					
3. I left ESA because I felt that the relationship between employee and coworkers were poor.					
4. I left ESA because the organizational policies related to my job were not adequately communicated to me.					
5. I left ESA because I felt that the disciplinary procedures were not properly laid down.					
6 I left ESA because I didn't feel secured in my job.					

Appendix-B

Interview questions to Management

1. Is management aware about employee turnover of the organization?
2. Do you feel that the turnover of employees from the organization is a serious problem?

    A. If your answer in question number two is yes, why did they leave the organization?

    B. If your answer in question number two is no, what is your view regarding reasons for turnover of employees?

3. What costs incur the organization due to turnover?
4. Do you make exit interview, when employees resign?
5. What efforts made by the organization to reduce the employee turnover in the future?

Thank you for your cooperation!