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Assessing the Impact of Employee's Turnover on the Efficiency and Effectiveness of Public Service Delivery, a Case Study in Amhara Sayint Woreda

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DECLARATION

I hereby declare that the dissertation entitled assessing the impact of employee's turnover on the efficiency and effectiveness of public service delivery, a case study in Amhara Sayint Woreda (write the title in block letters) submitted by me for the partial fulfillment the MPA to Indra Gandhi National Open University,(IGNOU)New Delhi is my own original work and has not been submitted earlier, either to IGNOU or to any other institution for the fulfillment of the requirement for any other programmer of study. I also declare that no chapter of this manuscript in whole or in part is lifted and incorporated in this report from any earlier work done by me or others.

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Certified that the Dissertation entitled Assessing the impact of employee's turnover on the efficiency and effectiveness of public service delivery in case study of Amhara Sayint Woreda submitted by Moges Tadesse Alemu is his own work and has been done under my supervision. It is recommended that this dissertation be placed before the examiner of evaluation.

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Acronyms

FGD	Focus Group Discussion
Fig	Figure
HR	Human Resource
ID	Identity
SW	Sayint Woreda
NGO	Non Governmental Organization
OB	Organizational Behavior
OM	Operational Management
SPSS	Statical Package For Social Science

Abstract

This study assesses the impact of employee's turnover on the efficiency of public service at Sayint Woreda administration. The study adopted a descriptive design, mixed method research approach, primary and secondary data source, probability and non probability sampling techniques to achieve the objective of the research study. Higher public leaders, Employee's, Ex-Employees, Human resource process owners and community representatives were source of date for this study. The results of this combined research methodology suggest that employee's turnover in sayint woreda is server and its prevalence rate is highly accelerated from time to time. Regarding the factors that aggravate the problem include lack of good governance, economic inflation, lack of infrastructure; conflict and lack of provision of hardship allowance and so on. Besides the research study finds out that the leadership of sayint woreda focuses on securing in its own benefits rather than providing appropriate leadership where by employees are motivated to work for a longer period of time in that woreda, with regard to the consequence of employees 'turnover the finding of the paper show that, employee's turnover can affect organizational performance and the community as a whole. Additionally, it cans cause economical, social and political consequences at large. Finally, the thesis recommend series of measures, which could be taken, in general by all concerned stakeholders, and all government organs including the regional state, zonal administration and woreda administration to improving policy and administrative issues, and providing all necessary social services to the employees to reduce the current employees high turnover problem.

CHAPTER ONE

1. Introduction

1.1 Background of the study

There is consensus among experts and institutions that the development of the private sector is central to Africa's economic recovery. Therefore, is an increasing recognition that public sector institution, in particular? That of the civil service is crucial. Public sector institution in every African country is being called upon to create an 'enabling environment 'for the private sector (Langester, 1995).

Human resource is vital to delivering appropriate service to the public, by providing their skill, ability and knowledge for their organization. Many researchers and scholars wrote that, these employees were stay in their organization if the working environment is encouraging for them otherwise they was leave the organization. Employee turnover is an important and pervasive feature of the labor market (Martinc, 2003). Every trained person becomes an asset of considerable value and presents management with the challenge of keeping him/her satisfied and settled. Staff turnover can be described as the total movement of employees in and out of an organization (Hatfield, 2006). Turnover that hurts the organization is known as dysfunctional turnover. The reason of turnover for any organization include, workers experience disruption, the need to learn new job specific skills and find different care prospects. Organizations suffer the loss of job specific skills, disruption in production and incur the costs of bring and training new workers (Aberra, 2007). The end result of employee turnover were creating an organization where it is not able to active planned goals, and thus its productivity becomes very low and its customer are left being highly dissatisfied (Al-khouri, 2010).

In order to remain competitive and be productive, every organization was to manage their employee turnover wisely.

Every organization wishes to have high productivity, fewer turnovers and to be profitable. Managing turnover successfully is a must to achieve the above goals. Studies have also been carried out regionally and globally to explore and to study the relation between variable (s) with employee turnover.

The study variable includes employees turnover causes, leadership role and its impact on service delivery. Having said this, when we come to the employee turnover of the Amhara sayint woreda administration, were not studied yet, so this study were addresses the issues and fill the gap of information in the study area. Almost Amhara Sayint destrinct is known by low man power because of turnover. Customers always complain about poor service. What makes the turnover of employees in that woreda more serious is that, the turnover rate is the highest for the youth workers who are expected to play a very significant role in the process of implementing the overall development plans of the woreda (woreda, 2014). So the woreda government loses its resource and the experience that the employees have. It is also observed that, mostly turnover is happening around, especially on those government sectors that are expected to give good service, like health sector, education and tax revenue institutions.

This study, were, and elucidate the impact of employees' turnover on the efficiency of public service delivery in Amhara Sayint woreda.

1.2. Statement of the Problem

Improving public service delivery is one of the biggest challenges in socio economic development. Public services are a key determinate of quality of life that is not measured in per capital income. Employees are one of the resources that organizations need to manage effectively to survive, thus they are not "owned" by organization like any other asset and as such labor turnover is a reality for organizations. Organizing public service provision is considered to be a care function of government. However, how that responsibility should be discharged is open to debate. These public services have important benefits not captured in market returns. (Reforming public service delivery, 2007).

In Ethiopia the government has carried out various civil service reforms like expenditure control and management, Human Resource Management, service Delivery, TOP Management systems, and Ethics to increase the quality of service delivery so that to improve customers satisfaction in public organizations sharing capable and adequate human resource, which is mandatory to achieve organizational goals. But, it is well established that a high level of employee turnover is undesirable in organization for several of reasons, high turnover indicates that an organization is

ethics doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term (Hailemariyam, 2001)

This study was focus in the Amhara National regional state, South Wollo Zone, the Zone administration has 23 Woredas or districts, and Sayint woreda is one of these 23 Woredas. The Woreda has 24 public sectors. In this Woreda employees' turnover is becoming a burning issue, which highly affects the performance of the public organizations public service and the according to the study area administration annual report 2013, in 2014 alone 39 employees from for instance during the last two years128 Woreda experts have resigned due to various reasons. Within the framework of statement of the problem given, the researcher attempt to answer the following basic research questions:-

1. What are the causes of employees to quit their jobs in the Sayint Woreda?
2. What are the impacts of turnover in socio economic development of the Woreda?
3. What is the role of leadership in addressing employee turnover in Sayint Woreda?
4. What are the possible solutions and recommendations to reduce employees' turnover?

Hence, within the above research questions the researcher has intended to fill the gap in information about the impact of employees' such as, low quality of education, low productivity, exposed to different diseases, fail to collect appropriate tax.

1.3. Objectives of the Study

1.3.1. General Objective

The general objective of this study was to assess the impact of employees' turnover on efficient and effectiveness public service delivery in the study area.

1.3.2. Specific Objectives

- To asses cause of employee turnover in study area.
- To analyze the impact of employee turnover on service delivery reforms.
- To explain the role of leadership in addressing employee turnover.
- To provide possible suggestions and recommend how to handle employees in the sectors identified above.

1.4. Scope of the Study

Employee turnover is broad in the sense that it comprises voluntary and involuntary turnover. However, these papers were address voluntary turnover only in study area administration. The scope is also limited to those professionals or technically qualified personnel who work a professionals or technically qualified personnel who work a professional work, especially that requires special training and do not have managerial position. Out of the targeted 24 sectors, 5 sectors were selected. Because this is poverty reducing sectors and which have branch to kebeles to assess the impact of employee turnover on efficient public service delivery and organizational performance, in Sayint Woreda.

1.5. Significance of the Study

Sayints Woreda can play a significant role in the development activities of our county Ethiopia. For that to happen, qualified and experienced employees are mandatory. It qualified employees leave the organization, the Woreda and the agricultural sector in that Woreda can't achieve their target. So this study was figure out what the case of turnover, how to tackle the problem and proposed solution and help to take measures on turnover problems by identifying, the conceptual or knowledge gaps, the obstacle methodologies and the existing rules and regulation.

1.6. Limitation of the study

The limitation of this study may return incomplete questionnaires, delay of responses. Since, there is no research work done on the study area (Sayint Woreda) in the context so far were the major limiting factors that are encountered during the data collection period. However, utmost effort should be made to attempt these problems by handling all the activities as per the schedule as well triangulating the different data collected using different instruments.

1.7. Organization of the study

The study will have five chapters. The first chapter deals with background of the study area, statement of the problem, objective of the study, significance, scope and organization of the study. The second chapter contains theoretical framework of the study. The third contain research methodology, sampling, data collection tools and data analysis. The fourth present and analyzes all collected data. The last chapter contains conclusions and recommendations. Vital documents will be annexed at the end.

CHAPTER TWO

2. Review of Related Literature

2.1. Definitions and Concept of Employee's Turnover

«Workers around the world are already starting to seek new job opportunities as growth returns and labour markets begin to pick up in 2018, 49 million more employees will be handling out the door compared to 2012 a total of 192 million employees worldwide. The global employee turnover rate will see the sharpest increase in 2014, with the greatest growth happening in that year. But regional economic and job market forecasts show that turnover will spike sooner in emerging economics than in developed. Emerging economies in Asia and Latin America will spike between now and 2014, while mature magnet will peak between 2014 and 2018, led by dominant economics such as Germany and the US» (Hay Group2)

Employee turnover can be extremely devastating for any company. It makes the employers difficult to maintain a secure and successful operation. Management should have its own mechanisms to reduce employees' turnover and to take measurements.

Many academic Scholars pointed out turnover as the correlation between job dissatisfaction and decreased organizational commitment. (Shamsuzzoha A, 2009)

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees measuring employee turnover can be helpful to employers that want to examine reasons for turnovers or estimate the cost to hire for budget purposes. Blanket reference to turnover can be confusing; therefore, specific definitions and calculations for employee turnover may be useful to human resources practitioners (Mayhew, 2007). Robbins (2003) defines turnover as the voluntary and involuntary permanent with drawl from an organization, and a high turnover rate results in increased recruiting, selection, and training costs. However, this study will focus on voluntary turnover. In an organizational context, turnover can be defined as the termination of an employee's intra organizational career course, which is composed of a sequence of job changes from job entry to exit (Zhao, 2002). Employee turnover could refer to a situation whereby employees exit the organization voluntarily for various

reasons, and thereby affecting the organization negatively in terms of costs and the capacity to deliver the minimum required services.

2.2. Overview of Employee Turnover Research

The impact of turnover has received considerable attention by senior management, human resources professionals, and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges contrasting organizations. This paper provides a summary of information, abstracted from published research, on the costs of turnover, factors contributing to its magnitude in organizations, and proposed remedies.

2.3. Factors that Influence Employee Turnover

Employee turnover is a naturally occurring event at any organization. Some employees leave by choice (known as voluntary turnover), and some staff changes are initiated by the organization itself (known as involuntary turnover). Employees voluntarily leave organizations for a variety of reasons, including low satisfaction with their jobs, low satisfaction with their employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring.

2.3.1. Types of Employee Turnover

Employee turnover may be classified into five categories according to Fahad, (2011)

a) Functional Vs Dysfunctional Turnover; Functional turnover can be defined as "A turnover in which poor performers leave" while functional turnover can be defined as "A turnover in which good performers leave"
b) Avoidable Vs unavoidable Turnover: A turnover that happens in avoidable circumstance is called 'Avoidable Turnover', whereas "A turnover that happens in unavoidable circumstances is called 'Unavoidable Turnover'
c) Voluntary Vs Involuntary Turnover: voluntary turnover can be defined as the turnover in which employee has own choice to quit or instance of turnover initiated at the choice of employees where involuntary turnover can be defined as the turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer's initiated termination.

d) Internal Vs External Turnover: Turnovers can be classified as 'internal turnover' or 'external turnover' internal turnover happens when employees send off their current position and getting a new position within the same organization. It is related to the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization.

e) Skilled Vs unskilled Turnover: untrained, uneducated and unskilled positions often face high turnover gate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the oth4er hand skilled and educated positions may create a risk to the organization while learning. Therefore turnover of skilled and educated professionals incur replacement costs as well as a competitive disadvantage of the business.

2.3.2. Factors that Aggravate Employees Turnovers

The root causes of employee's turnover are various and often differ from country to country. Turnover is a complex phenomenon that is driven in search of betters conditions low salary and low motivation, poor office equipment, lack of commitment and lack of social or economic opportunities. There are many factors that tend to be common to turnover in general are found in a wide range of different regions, patterns or causes.

2.3.2.1. Push Factors /Controlled Factors/

Push factors are aspects that push the employee towards the exit door. It is also called controlled factors because these factors are internal and can be controlled by organizations. According to Loquercib (2006), it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability. However, some time employees are 'pushed' due to dissatisfaction with their present jobs to seek alternative employment. Push factor can be classified into organizational factors, attitude factors, organizational commitment and the like (Shah, 2005)

2.3.2.2 Pull Factors (Uncontrolled Factors)

Pull factors are those reasons that attract the employee to a new place of work. In some papers pull factors are named as controlled factors because it is out of the control of organizations.

Various pull factors derived from literature are high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, and life work balance, more freedom autonomy, well reputation of organization, values, more benefits, good boss /Ahmad and Zaman, 2009)

2.4. The causes of Turnover

There are a number of factors that contribute to employee turnover. We explore some of these factors in more detail below.

1. The economy: in exit interviews one of the most common reasons given for leaving is the availability of higher paying jobs. Some minimum wage workers report leaving one job for another that pays only 50 cents hour more, obviously, in a better economy the availability of alternative jobs plays a role in turn over, but this tends to be overstated in exit interviews.

2. The performance of the organization: an organization perceived to be in economic difficulty will also raise the specter of impending loyefts. Workers believe that it is rational to seek other employment.

3. The organizational culture: much has been written about organizational culture. It is sufficient to note here that the reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals, among others factors, will influence such indices of job satisfactions turnover intentions and turnover rate.

4. **The characteristics of the job**: some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. As are many other factors.

5. **Unrealistic expectations**: Another factor is the unrealistic expectations and general lack of knowledge that many job applicants had about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quite.

6. **Demographics**: empirical studies have demonstrated that turnover is associated with particular situations with demographic and biographical characteristics of workers. But to use lifestyle factors (e.g. smoking) or past employment history (e.g. many job changes) as an explicit basis for screening applicants, it is important for legality and fairness to job applicants to verity such biodata empirically.

7. **The person**: In addition to the factors listed above, there are also factors specific to the individual that an influence turnover rates. These include both personal and trait based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, as an unsolicited job offer. In addition to these features that are associated with turnover. These traits are some of the same characteristics that predict job performance and counterproductive behavior such as leafing, absenteeism, theft, substance abuse on the job, and sabotage of the employers' equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnovers (SIGMA, 2012)

2.5. Costs of Turnover

Analyses of the costs associated with turnover yield surprisingly high estimates. The high cost losing key employees has long been recognized. However, it is important for organizations to understand that general turnover rates in the workforce can also have a serious impact on an organization's profitability, and even survival. There are a number of costs incurred as a result of employee turnover. These costs are derived from a number of different sources, a few of which are listed below (Bliss, 2007)

1. Recruitment of replacements, including administrative expenses, advertising, screening and interviewing, and services associated with selections such as security checks, processing of references, and, possibly, psychological testing.
2. Administrative hiring costs

3. Lost productivity associated with the interim period before a replacement can be placed on the job
4. Lost productivity due to the time required for a new worker to get Vs to speed on the job
5. Lost productivity associated with the time that coworkers must spend away from their work to help a new worker.
6. Costs of training, including supervisory and coworker time spent in formal training, as well as the time that the workers in training must spend off the job.
7. Costs associated with the period prior to voluntary termination when workers tend to be less productive
8. In some cases the costs associated with the communication of proprietary trade secrets, procedures, and skills to competitive organizations.
9. Public relations costs associated with having a large numbers of voluntary or involuntary terminations in the community spread gossip about the organization
10. Increased unemployment insurance costs.

using an example from the health care industry, Cascio (1991) calculated that the cost of replacing 288 employees per year (in a hospital with 200 beds employing 1200 persons with a turnover rate of 2% per month) was $ 2,888,295.52 when all sources of costs were analyzed. Moreover, a recent Business week (1998) study estimated that the replacement costs alone are over $10,000 for about half of all jobs and approximately $30,000 for all jobs. These estimates highlight the considerable costs can be associated with turnover (Bliss, 2007).

2.6. The Impact of Working Environment on Job Satisfaction and Employee Turnover

A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Employee satisfaction is the degree to which employees feel personally fulfilled and content in their job roles. Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily. These three distinct concepts are inseparably linked; work place environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnovers is a key to

developing a high performance work force. Employees are motivated by different working conditions. Some employees care most about salaries, bonuses and rewards, and others want autonomy. Still others seek the perfect combination of a nice boss, a flexible schedule, competitive wage, interesting job duties and special rewards. Employers must consider why some employees are happy and why others want to leave so they can improve working conditions and increase employee retention.

2.7. Employee's Turnover and Organization Performance

It is well established that a high level of employee turnover is undesirable for organizations for a variety of reasons. High turnover indicates that an organization is either doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term. This directly leads to a loss of investment (in the high performance) the high costs associated with training new personnel frequently and an impact on team performance. So, though the financial implications have been well documented, a question remains as to how much higher turnover actually impacts the organizations overall performance. This is an area where not much has been done, which is why we were delighted to come across a recent study, conducted by Kiwook KWOn (Konkik university school of Business- Seoul), and Deborah Rupp (Department of psychological sciences, Purdue) who decided it was important to try and address the question.

This joint study was published in the journal of organizational behavior, and explores whether there is a correlation between turnover of high performing employees and company performance. The researchers investigated how the standard of employees leaving (High VS, low performing) and the context in which they leave influences the effect on the organizations performance. This repost aimed to prove empirically that turnover of thigh performance employees has a negative impact on organizational performance. Although that would seem the logical area to explore, the researchers note that it's complex issue and also dove in to the possible moderating effects of the firm's reputation and human capital investment. The main results of this study are,

1. The level of high performer turnover significantly predicts firms performance, while the turnover of the remaining members of the work force does not;

2. Firms which invested less in human capital faced a larger negative impact of high performance turnover than those that invest more. This effect may be medicated somewhat due to the ability of companies with higher human capital investment to find high quality replacements in their open labor pool.

3. Due to the fact that a strong reputation allows a firm to a mass an especially high performing work force, replacing last talent is challenging. This means that the loss of high performances is expected to impact performance more significantly at these firms in comparison to lower reputation firms partly because performance is expected to be greatest.

The main practical implication of this study is that high performer turnovers significantly reduces firms profitability and suggests that firms need to pay special attention to high performer turnovers to maintain and increase firm performance. Due to this, firms should consider the implementation of strategies which specifically focus on attracting and retaining high performing employees (Leading and managing in a virtual world, 2013)

2.8. Human Resource and Public Service Delivery

In response to the pressure of globalization, increasingly competitive markets, and volatile market dynamics, many organizations are actively seeking ways to add value to their services and improve their service quality. Organizations are usually keen on making operational efficiency a priority. Operations management (OM) has emphasized the optimization of operational processes as a means to profitably deliver value to customers and to meet or even exceed customer expectations. Substantial research has been devoted to such topics as designing, managing, and optimizing service delivery systems, with a view to raising service quality and operational efficiency (Frei, 1999, Soteriou and Zenios 1999, Hill 1999, Saccania, 2007) Many firms enthusiastically applied the operation centric approach and demonstrated that it is an effective means for improving organizational efficiency. Nevertheless, the impact of human resources on operational systems has often been overlooked (Boudreau, 2003). The importance of employee attitudes, such as job satisfaction, employee loyalty, and organizational commitment, and their impacts on operational performance have largely been neglected in the extant OM literature (Boudreau 2004).

On the other hand, issues related to human resource have been widely investigated in the disciplines of organizational behavior (OB) and psychology for many decades. The pervasive interest in human resources among OB researchers and practitioners is grounded on the premise that employee attributes are crucial to organizational effectiveness (vroom 1964, Schwab and Cummings 1970), which ultimately influences a firm's profitability. A vast amount of research has been conducted to examine employee attributes and to what extent employee attributes influence employee morale, commitment, and job performance (Becker, (1996).

Yet OM and human resource seem to have a long history of separateness (Boudreau, 2003). Although human resource and operations are intimately tied to each other in virtually all business scenarios, the impact of employee attributes on operations systems has remained largely unexplored. The studies of the impact of employee attributes on operations are particularly essential in the service industry where activities of service employees connect organizations to their customers, and operations managers rely heavily on service employees personal interactions to impress customers (chase 1981, Heskett , 1994, Oliva and sterman 2001)

2.9. Role of Leadership in Minimizing Employee's Turnover service Delivery

2.9.1 Servant Leadership

Servant Leadership was first proposed in 1977 by green leaf. He believes that to be a leader, one should become a servant first and for most is the service consciousness. His point of view opens a new page in the history of leadership theory and wins move agreements than transformation leadership and transactional leadership, which have been prevalent in the 20th century, 1970s. Authentic leadership and spiritual leadership lately proposed in the 21st century, and once considered to be leading a new trend in a time of change. Presentations of a servant leadership include orienting to service, global vision and paying attention to spiritual and moral.

So a true leader's job is to get the organization humming, to get it operating at high efficiency in order to meet both its short term and long term goals. A leader must also understand that the that buck stops with them, and excuses, blame games or failure are not options, they are totally unacceptable. A leader must be a visionary and get the team on board to become one with that vision, motivating everyone to put in and foster than inertia. To a achieve this; a leader must understand carefully watch the details every step of the way. Strong leader must know whom

they can trust, seeks reliable information and make decisions, often without hesitation that will have an overall effect on the direction, speed and all other future decisions (Winslow, 2005)

2.10. Empirical Literature

Empirical literature is a literatures, or previous studies that relate or argue positively with hypothesis and variables the current studies. In the current globalized world, countries have a significant difference due to their level of development, economical, political and social status. But now there is an issue that makes them to talk and discuss tin three organizations in order to minimize the higher employee's turnover, because, it is the main problem of one organization.

2.10.1. Consequences of Turnover

Negative consequences to organizations includes, cost both tangible like recruitment and selection, training and development, low productivity and intangible cost like moral impact, stimulation of further turnover, impact of work load, disruption of team, and distraction of job performances. Some other negative consequences are strategic opportunity costs, disruption of social and communication patterns (Mobley, 1982).turnover of employee disrupts teams, raises costs, reduce Productivity, and results in lost knowledge. So, it is essential for the management to realize the importance of employee job satisfaction. It was estimated in a study by Abbasi and Hollman in 2000 the American Industries incurred $11 billion annually as a result of voluntary and involuntary turnover. This cost was due to termination, advertising, recruitment, costs, such as declining moral, and the interruption of social and communication patterns as noticed by Mobely, (1982).

2.10.2. Human Resource Practices and Voluntary Turnover

In the case of voluntary turnover, many researchers hold the position that employee leave their jobs when their needs are not being satisfied by their present job and an alternative job becomes available. Huselid's,(1995). Extensive survey of the literature found that perception of HR practices such as job security and compensation level are important determinants of employee turnovers. Similarly, the negative relationship between working conditions and voluntary turnover has received attention from many researchers (MoWday, Porter, and steers, 1982; Gupta and Jenkins, 1992) indicating the propensity of employees quitting their jobs when

working conditions are not conductive. The study conducted by on Malaysia found that 90% and 68% of workers in the private and public estates, respectively, indicated that what they hated most is poor working conditions in their estates. This is confirmed by the estate managers.

Research also indicates that HR practices such as pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs. Training can define roles more clearly to employees, thereby reducing job stress. Organizations with substantial training opportunities should thus have lower involuntary turnover rates. The foregoing shows that HR practices seem to be negatively associated with voluntary turnover, which forms the basis for the first hypothesis (Jantan, 2005)

2.10.3. Method to Reducing Employees Turnovers

Reducing employee turnover is not rocket science, however, many companies struggle with very high turnover year after year. The common denominator of high turnover in organizations is poor leadership. Therefore, an organization that stresses leadership development has an inherent advantage that can mean the difference between survival and extinction.

1. **Develop people:** organizations that focus on employee development enjoy higher employee satisfaction, which leads to lower turnover. If each employee has a concrete development plan that is reviewed at least annually and contains a variety of growth opportunities, the employee will have little reason to look for greener pastures elsewhere.

2. **Recognize Good Performance**: Reinforcing people for will best work; let them know they are appreciated. Tangible and intangible rewards are a great way to show management appreciation for workers who excel. This improves morale if done well. Make sure employees receive sincere appreciation by management on continuing basis.

3. **Build Trust:** BY extending trust to employees, leaders demonstrate their willingness to support them. This pays off in terms of higher trust on the past of employees toward the organization. There is a whole science on how to build trust. By creating a realistic environment, more trust in an organization will lead to lower turnover.

4. **Reduce Boredom:** Employees, who are underutilized, tend to get bored and restless. If there is a vacuum of activity, people often get in to mischief. It is important for manage

to craft job duties and responsibilities such that people are actively engaged in the work every day.

5. **Communicate more:** In nearly every corporate survey on employee satisfaction, the issue of communication surfaces as cither the number one or number two complaint. Communication needs to be ubiquitous and consistent. It is not enough to have a monthly corporate newsletter or an occasional town hall meeting. Communication needs to take many different forms and be a constant priority for all levels of management.

6. **Cross Train:** Employees, who have been trained on several different jobs recognize they are of higher value to the organization and tend to be less inclined to leave. Along with the pleasure of having more variety of work, employees appreciate the ability to take on additional skills. Having good bench strength allows the organization to function well, even during times of high vacation or illness.

7. **Don't overtax:** During lean economic times, companies have a need to stretch resources as much as possible. Many organizations exceed the elastic limit of what employees can be expected to maintain long term. This leads to burnout and people learning for health reasons or just plain quitting in disgust over the abuse. It is important for management to assess carefully how far resources can be stretched, because going beyond the elastic limit guarantees a high level of employee turnover. I believe this rule is habitually violated in many organizations, and they pay for it big time. Stretching people too far is a false economy. If your organization is guilty of this, print out this article and puts it on the bulletin board.

8. **Keep it light:** When managers apply constant pressure to squeeze out the last drop of productivity they often go over the line and it becomes counterproductive. If leaders grind people down to a stump with constant pressure for perfection and ever higher productivity the quality of work life suffers. Employees can tolerate a certain amount of this for some time, but eventually they will break down. It is smart to set very high goals, but very important to have employees believe the stretch goals are attainable. One good way to provide this assurance is to have the employees themselves participate in setting

the goals. The best companies find ways to work in a little fun somewhere, even (and especially) in high pressure situations.

9. **Feedback performance:** there needs to be a constant from of information on how all employees are doing in each area of the organization. People who are kept in the dark about their performance become disillusioned and cranky. The simple kindness of letting people know how they are doing on a daily or weekly basis pays off in terms of lower turnover.

10. **Train Leaders:** All level of management and supervision need to be highly proficient at creating an environment where the culture is upbeat, positive, and has high trust. This does not happen by accident, or simply by desire. It takes work and lots of emphasis by senior leadership to make sure that there are no weak links in the management chain. In most organizations, there is a dud of a manages somewhere between the well intentioned and talented top brass and the workers bees.

    The result is that great objectives, ideals, and processes are morphed into oblivion by the time they reach the shop floor. The antidote is to improve leadership effectiveness at all levels and remove any dud who is incapable of changing.

These are 10 ways in which leaders can lower than of turnover in any organization. The magic here is not any new discovery, but the consistent application of these principles will make a huge difference in any organization.

The good news is that the items mentioned above are not very expensive. They are all common sense too bad they are often not common practice (Whipple, 1992).

CHAPTER THREE

3. Research Methodology

3.1. Introduction

This chapter of the paper presents the research methodology, methods and the tools that employ to collect the data. And the methods of data analysis and presentation and ethical considerations were presented.

3.2. Description of the Study Area

The study area of sayint woreda is one of the 24 rural woredas of south wollo zone in Amhara Regional State of Ethiopia. It is found 189km away from dissie.The study area has both climate conditions. The major portion of the study area is 22.8 % weinhdega, 34.64% kola, 38.7% dega, 4.1% wurech. The study area is bordered on the south by the south gonder zone at semada woreda, on the west by the mehale sayint woreda, on the north by the leg ambo and me hale sayint woreda and on the east by mekedela and tenta woredas.There are different governmental and nongovernmental institutions in this woreda. The total population of the study area 162, 287 (CSA, 2008).

Demographics

Based on the 2007 census conducted by the CSA, this woreda has a total population of 162,287 of whom 80,595are men and 81,692 women.. The majority of the inhabitants Ethiopia Orthodox Christianity, with 99% of the population reporting that belief, 18.44% practiced traditional beliefs, and 1% was Muslim. In the 2007 national census report.

3.3. Research Approach

Mixed research approaches (qualitative and quantitative) were employed in the study. These were done with a view to create a better understanding of the research problem. In other words, whereas qualitative method were conductive to study the selected issues in depth and to assess attitudes, behaviors, and opinions of the respondents, quantitative method helps the researcher to

study the selected issue in breath. Therefore, studying the issue in depth and breadth is provide a quality finding

3.4. Research Method

This study adopts descriptive and explanatory research methods to identify factors affecting employee turnover that influence the service delivery and organizational performance. The rationale behind choosing this design is to explain and describe the existing situation with regards to respondents view about employee turnover.

Thus, this study has assessed the main factors are, the causes and the impact of turnover on the performance of in the selected public sectors and the mechanisms that sectors have taken to motivate their employees in order to improve the employees' satisfaction.

3.5. The Population of the Study/Universe of the study

The population of the study covers those employees who live and work sayint woreda and as ex-employees live in other place. These bodies include Sayint woreda vice administrator agricultural sector, civil service, health sector, tax and revenue and education sector, HR work process owners and leaders in Kebele level, and ex employees.

3.5.1. Sampling Frame

The sampling frame of this study includes the members of the Woreda cabinets, public servants in the selected public sectors, the Keble leaders, HR process owners that are found in the Woreda and Keble level.

3.6. Sampling Technique and Sampling Size Determination

The sampling frame contains 6 Woreda administrative council members, 128 woreda civil servants, 92 ex employees, 5 HR process owner and 20 kebele, leaders of the woreda.

There are a total of 128 employees in the five sector selected due to the existence of high employees turnover in these sectors. The researcher employed simple random sampling technique to select employees in each sector and uses a formula set by cachran. The techniques

are used and conducted as follows by considering the level of acceptable margins of error at 7%. Therefore, the sample sizes were calculated as follows:

In N>10,000 then, sample size n= $\frac{2^2pq}{d^2}$

If N<10,000 then, sample fn= $\frac{n}{1+\frac{n}{n}}$

Where, N=population size, n=desired sample size, z= confidence level (93%=1.81), p=estimated characteristics of study population (0.5),q=1-P, d=level of statistical significance set /margin of error (0.07).

To get n, n = $\frac{2^2pq}{p^2}$, where, z=1.81, p=0.5, q=1-0.5, d=0.07

N= $((1.81)2x(0.5)x(0.5))/((0.07x0.07) = 167$

However, since the total population of the study is, which is below 10,000, the sample size using 93% level of confidence is,

FN= $\frac{n}{1.\frac{n}{N}}$, therefore, N=255 and n=167

Table 3.1 Summary of Research Design

No	Sampling frame	Total Population	Sample Population	Sampling Technique	Data Collection tool
1	Members of woreda administrative council	33	6	Purposive	Interview
2	Woreda civil servants	556	128	Simple random	Questionnaire
3	Human resource process owners	5	5	Census	FGD
4	Kebele leaders	21	20	Purposive	FGD
5	Ex-employees (2002-2006) E.C	205	92	Convenience method	Questionnaire
	Total	520	230		

Source: own survey (2016)

3.7. Source of Data

In this research, both primary and secondary data sources were, the study utilized first hand information to assess perception of the respondent for the research question and published and unpublished working manuals, procedures, and performance report from secondary sources.

3.7.1. Primary Source

Primary data sources include information obtained from respondents by dispatching multi-response questionnaires, and conducting interviews and focus group discussion (FDR).

3.7.2. Secondary Source

Secondary data sources include manual of human resource, performance report of woreda offices, annual sectoral reports of Sayint woreda, researches done by various sources, internet and different statistical reports.

3.8. Data Collection Techniques and Instruments

Data were collected through instruments such as questionnaires, key informant interviews, and focus group discussion. Semi structured questionnaires was design and disseminated to the sampled respondents. These multi-response questionnaires were first constructed in English and then translated into Amharic with similar meanings for betters understanding. The interview was conducted with key informants. Semi structure questionnaires have been designed and administered. These key respondents were employees, human resource process owners and woreda cabinets and ex-employees.

3.9. Data Analysis /Treatment of Data

The collected data was analyzed using both the quantitative and qualitative e analysis technique. The qualitative analysis employed with the help of open, axial, and selective coding of ideas, opinions and suggestion of the sample population. While the quantitative techniques used with the help of frequency and percentage to present, analyze and interpret figurative data. The quantitatively analyzed data was displayed by using tables and also the research used SPSS version 20.00 and MS excel to analyze the collected data.

3.10. Operational Definition of Variables

In this study, there are three independent variables and one dependent variable and they are explained as follows:

3.10.1. Dependent Variable

The dependent variable of this study is public service delivery; efficiency of public service delivery in this study can be expressed through service delivery from woreda to kebele level.

3.10.2. Independent Variables

Two independent variables were indentified to influence the dependent variable. The independent variable includes leadership role in addressing; employees' turn over and employees' turnover. These variables in the study have the following definitions.

Role of Leadership: These roles are responsibilities that the leaders should do whatever he can to keep away employees from high employees turnover such as motivating employees, creating good working environments, creating belongingness and the like.

Employees' turnover: Employees leave there organization and the present of high employees' turnover affect public service delivery.

3.11. Ethical Consideration

In this study, the researcher was considered the rights of respondents and organizations as well as the ethical principles that have to be followed in conducting research. Generally the researcher gives a great attention and respects to the dignity of respondents and organization without any preconditions. Hence, the study carried out in line with research ethics that mainly include providing adequate information and explanation to all participants about the research, its objectives, methodologies, actively and potential benefit to various bodies; ensure their right and promised to all participants in order to kept their anonymity and confidentially of the personal information they give was during the interview and the information they give were insured by using a code system to refer to the data of specific participants, and not personal names and finally the researches expected to aware that participants had the right to be informed of the research findings.

CHAPTER FOUR

4. RESULTS AND DISCUSSIONS

4.1. Introduction

In this chapter the collected data were assessed, analyzed presented and interpreted along with and pertaining to the major causes and consequences of employee turnover on public service delivery in sayint woreda. In this regard the chapter deals about the main parts including on data analysis and presentation. The first portion deals about the demographic characteristics of respondents which includes sex, Age, Educational status. Work experience of the target sample population of the ex employees, second portion about current employees and family the interviewers. Analysis and interpretation are made after each figurative table.

The quantitative data obtained through Likert scale questionnaire was analyzed using SPSS version 20. The questionnaire for Likert scale was scaled 1, 2, 3, 4 and 5. 1 and 2 stands for strongly disagree and disagree respectively, 3 stands for undecided, 4 and 5 stands for agree and strongly agree respectively for the items stated. Again the Likert scales for the median value was categorized as 1 and 2 for poor (at low level), 3 for medium and 4 and 5 for good performance (at high level) for negatively stated, items and to opposite is true for positively stated items. The researchers used both descriptive (Frequency and percentages) and inferential statistics (non-parametric test of chi-square kruskal - Wallis test to know the perception difference among the respondents) to analyze the data. The descriptive statistic was applied for the purpose to assess the perception, opinion and attitudes respondents towards on employee's turnover, its cause and its impact on public service delivery in the study area.

4.2. Results

4.2.1. Analysis of Quantitative and qualitative data

The quantitative data obtained through likert type and multiple questionnaires were analyzed through SPSS version 20. The researchers used both descriptive (Frequency & percentages) and inferential statistics (non-parametric test of chi-square, kruskal-Wallis to analyze the data

collected from respondents. The descriptive statistic was applied for the purpose to assess the perception, opinion, opinion and attitudes of respondents towards on employees' turnover, its cause and its impact on public service delivery in the study area.

4.2.2. The Respondent Rate of Questionnaires

For the ex employees, a total number of 63 questionnaires were distributed to the respondent's inconvenient method. Form 63 questionnaires 58 were collected which accounts about 92% and was successful in the collection of the distributed data.

The second respondents were current employees in the woreda. Out of a total of 128 questionnaires distributed to the respondents in the selective research sectors in sayint wareda, 121 were collected which accounts about 94.5% was successful in the collection of the distributed data. The researcher has been communicating with the vice administrator of the woreda and discussed with him about the importance of the study because turnover is a very challenging issue in the woreda and how leaders and employees in woreda are capable to contribute valid and genuine information considering the success of the study by providing their responses based on the questionnaire. After we come to consensus, a letter of support was written by him and distributed to each sector.

Interviews were conducted with total of 6 key respondents by sector leaders in six different sectors such as education, tax and revenue, agriculture, civil service and health sectors and vise administrator of the woreda. Focus group discussions were analyzed under the qualitative data analysis part of the study. This part contains 5 organizations, 2 focus groups' 20 people from Sayint woreda.

4.2.3. Reliability of Instrument

Cronbach Alpha Reliability Statistics was used to confirm the reliability of the instruments. 15 respondents for current employees and 10 respondents from ex-employees were used for the test of reliability. Therefore, the coefficients of reliability of items measuring all variables of the current employees are found to be cronbach's alpha □ = 0.61 and ex-employees are found to be cronbach's alpha □ = 0.61. Hence, the instrument can be accepted as reliable because the

reliability coefficient, alpha > 0.5. This statistic was used to test the internal consistency of responses for variables.

4.2.4. Demographic Characteristics of Ex-Employees And Current

The demographic information respondents under the distributed questionnaire includes Sex, Age, Educational background and work experience. The following bare graph explicitly describes or summarizes the whole demographic information of the target sample population in the study.

Table 4.1: Employee's Age, Sex and Educational Status

No	Item	Measure	Current		Ex-Employee	
			No	%	No	%
1	Age Group	Below 25	50	41.3	8	13.8
		26-30	48	39.7	16	27.6
		31-35	11	9.1	16	27.6
		36-4	5	4.1	15	25.9
		Above 40	7	5.8	3	5.2
Total			**121**	**100**	**58**	**100%**
2	Sex	Male	89	73.6	40	69.0
		Female	32	26.4	18	31.0
Total			**121**	**100%**	**58**	**100%**
3	Educational States	Under diploma	31	25.6	0	0
		Diploma	62	51.2	1	1.7
		BSC/BA	28	23.1	49	84.5
		Master	0	0	8	13.8
Total			121	100%	58	100%

(Source: Filed Survey 2016)

As illustrated from the table 4.1 above, age distribution of ex employees 10(17.2%) of the respondents were in the range of below 25 years old. While the majority of the respondents 17 (29.3%) was within the range of 25-30 years old and 16 (27.6%) The second largest group of

respondents were in the range of 31-35 years old and the other respondents 13 (10.3%) were within the ambit of 35-40 years old. On the other hand, current employees 50 (41.3%) of the respondents were within the range of below 25 years old. While 48 (39.7%) of the respondents were in the range of 26-30 years old, 11 (9.1%) respondents of the group were in the range of 31-35, and 5 (4.1%) were between 36-40 and 7 (5.8%) were above 40. From this finding, the researcher concluded that from ex employees majority were 25-30, 17

(29.3%) and for the current 50 (41.3%) were under 25 this implies most employees are youth and possibly are newly employed.

Concerning the ex employees, the majority of respondents were male, that accounts 40 (69%) out of the total respondents of 58. The lower number of respondents that is 18 (31%) out of 58 were female. The majority of respondents from the current employees were also males that accounts 89 (73.6%) out of the total respondents of 121. 32(26.4%) out of 121 were female. This indicates that at this level the gender issue is the other point that needs leadership attention.

Regarding to the educational status of the ex employees majority of respondents 49 (84.4% were degree holders and the second highest level respondents were under the category of master's degree status which accounts about 8 (13.8%). 1 (1.7%) of the respondents have a certificate and is the minimum educational qualification of the total respondents.

Respondent of current employees replied the majority of respondents 62(51.2%) were diploma and the second highest level respondents were under diploma which accounts above 31 (25.6%). 28(23.1%) of the respondents are degree holders. Generally, this shows that shows that the majority of current employee respondents are diploma and degree holders who left the woreda.

Table 4.2: Demographic Profile of Interviewed Leaders

Code	Sex	Age	Level of education	Work experience in years	Years in Leadership	Position
CHO1	F	30-35	Degree	2-3	1	Head of the sector
AGO2	M	30-35	Degree	6-7	6	Head of the sector
HOH3	M	25-30	Diploma	4-5	1	Head of the sector
EDH4	M	25-30	Degree	3-4	1	Head of the sector
HOT5	M	25-30	Degree	4-5	2	Head of the sector
VADO6	M	35-35	Degree	9-10	3	Representatives

(Source: Filed Survey 2016)

The demographic characteristics of focused group discussion were discussed as follows based on the figures depicted in Table 4.2. Basically the FGD past of the paper consists of 5 HR process owners and 20 kebele leaders who were purposefully selected by the researches in order to address the main research objectives for the sake of achieving the goal of the study. To analyze the findings of the study based on the information provided by those participants. They were coded and categorized by the researches. The demographic information and the code that represents each respondent were shown at the following table. The discussion of the participants was recorded in pad notes and analyzed through categorizing based on the objective of the research.

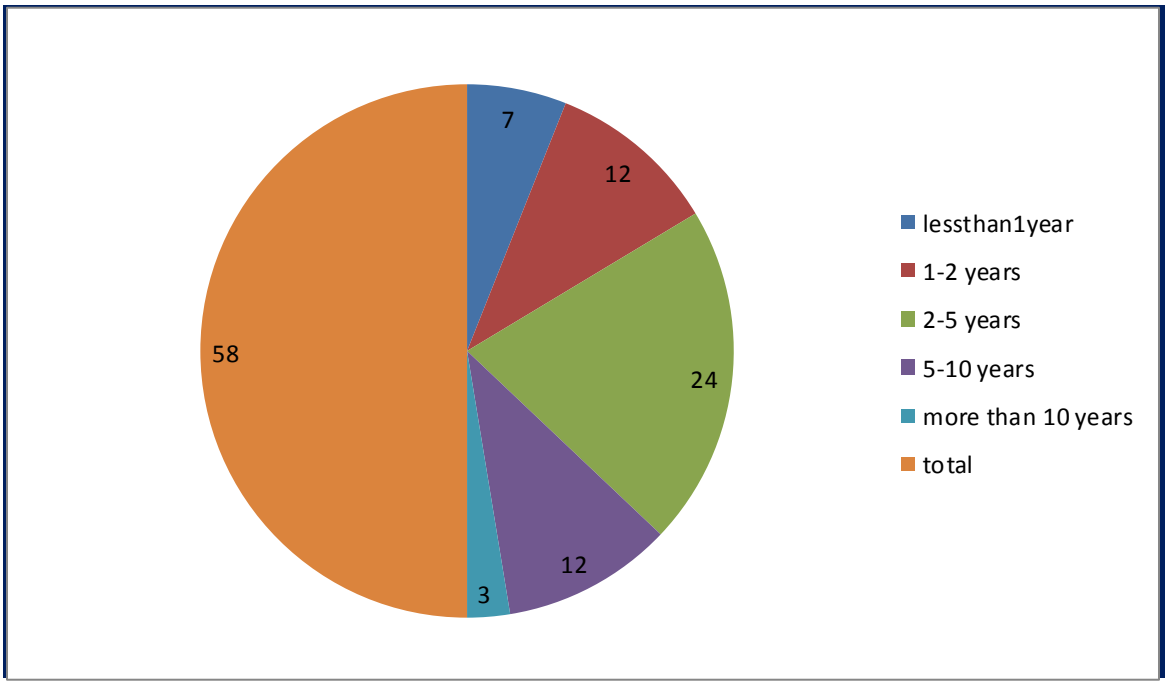
Table 4.3 Demographic information of focused group discussion with human resource process owners and kebele leaders,

NO	Code	Sex	Age	Educational level	Work experience	Current Position
1	SHH1	M	Above 40	Degree	6-7	Process owner
2	SAH2	M	30-35	Degree	2-3	Process owner
3	SCH3	F	Above 40	Diploma	4-5	Process owner
4	SEDH4	M	45-50	Degree	3-4	Process owner
5	STH5	M	30-35	Degree	4-5	Process owner
1	TKL1	M	Above 40	Diploma	2-3	Kebele leader
2	MKL2	M	Above 40	Below Diploma	6-7	Kebele leader
3	STL3	M	Above 40	Below Diploma	4-5	Kebele leader
4	KKL4	M	Above 40	Below Diploma	3-4	Kebele leader
5	CKL5	M	Above 40	Below Diploma	2-3	Kebele leader
6	KKL6	M	35-40	Below Diploma	4-5	Kebele leader
7	KUKL7	M	Above 40	Below Diploma	3-4	Kebele leader
8	BKL8	M	35-40	Below Diploma	2-3	Kebele leader
9	SKL9	M	Above 40	Below Diploma	3-4	Kebele leader
10	SIKL10	M	Above 40	Below Diploma	2-3	Kebele leader
11	AKL11	M	Above 40	Below Diploma	1-2	Kebele leader
12	GKL12	F	35-40	Below Diploma	2-3	Kebele leader
13	MKL13	M	35-40	Below Diploma	1-2	Kebele leader
14	HKL14	M	Above 40	Below Diploma	3-4	Kebele leader
15	QKKL15	M	30-35	Below Diploma	Below a year	Kebele leader
16	KOKL16	M	Above 40	Below Diploma	2-3	Kebele leader
17	GLKL17	M	Above 40	Below Diploma	2-3	Kebele leader
18	OKL18	M	Above 40	Below Diploma	3-4	Kebele leader
19	DKL19	M	Above 40	Below Diploma	4-5	Kebele leader
20	MKL20	M	Above 40	Below Diploma	4-5	Kebele leader

(Source: Filed Survey 2016)

With regard to the item in the above pie chart 4.1, that summarizes tenure of the respondents in the sectors, 12.1, 20.1, 41.4,20.7 and 5.2 percent of the ex- employee respondents served the organization for less than 1 year; 1-2 years, 2-5 years, 5-10 years and above 10 years respectively. As it can be seen, the majority of the respondents, 41.4 percent of ex-employees have served the organization for 2-5 years. This implies that most employees who left the

organization are experienced and who have acquired good knowledge of the working environments of the organization so it's cost to the organization.



Pie chart 4.1 employees work experience

(Source: Filed Survey 2016)

The interviews participants are discussed as follows in the table 4.2. Basically the interview part of the study consists of 6 public organization leaders who were purposefully selected by the researcher in order to address the main research objectives for the sake of achieving the goal of the study. To analyze the findings of the study based on the information provided by the participants, they were coded and categorized by the researcher.

The demographic information and the code that represents each respondent are shown in the following table 4.2. The totally interviewed leader were 5 man and 1 woman who is organizational leaders at woreda. Out of the total respondents 1 male participant was representative of the woreda administrator.

Thus to assess and analyze the main aggravating factors, consequences of employee's turnover on the society, the leadership role and challenges to minimize employee's turnover in sayint

woreda, four organized open-ended questionnaires with sub-questions were distributed to all of them. The responses of the participants were recorded in pad notes and analyzed through categorizing based on the objective of the research.

4.2.5. Cause of Employee's Turnover in Sayint Woreda

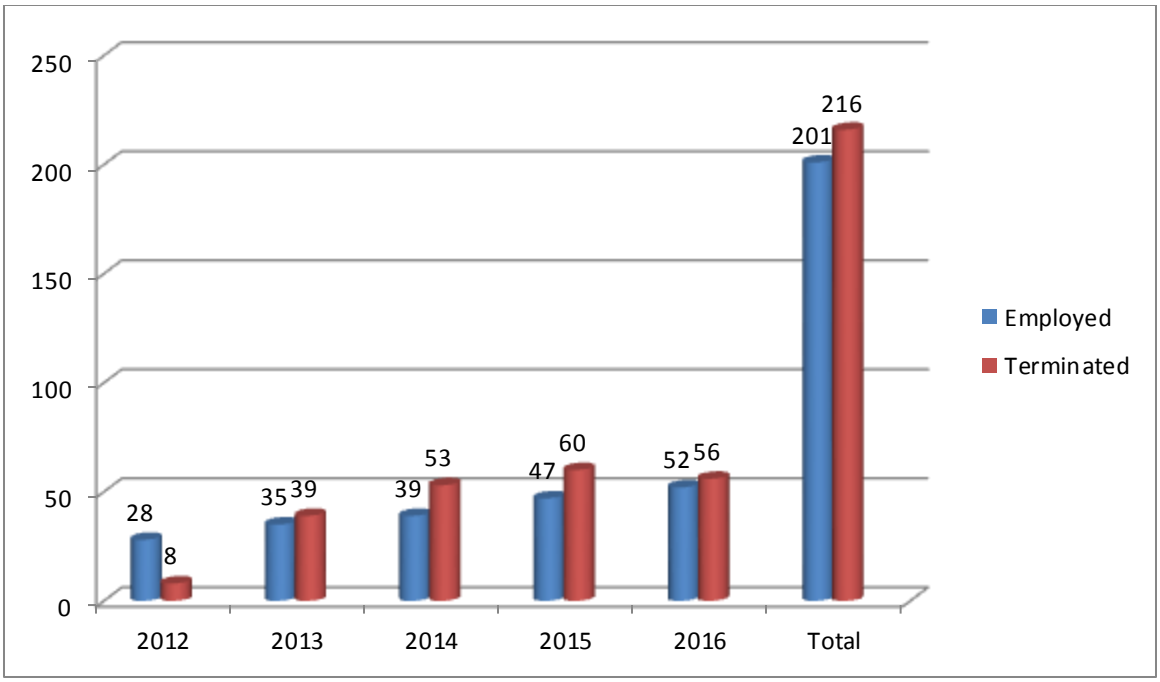
Huge employee's turnover is a big loss for the organization by adding extra cost like recruiting as well as training and development for new comers. On top of that it has a negative impact on service delivery and organizational performance. Regarding the data gathered through questionnaires and detailed interview from sector leaders they spoke in a similar language as employees' turnover in the current situation at sayint woreda is a very rooted serious problem.

As indicated in bar chart 4.2 below, during the period b/n 2013 and 2016 the woreda recruited a total of 201 employees. On the other hand in the years under review 205 (102%) employees had terminated their employment with the woreda. In the year 2012, 28 were employed and 8 (29%) were terminated.

In 2013, 35 employed and 39 (111%) left their organizations. In 2014, 39 were employed and 53 (136%) were terminate.

In 2015, 47 employees were employed and 56 (119%) were terminated. In 2016, 52 were employed and 49 (94%) left their organization. As we can observe from the figure depicted below, of the secondary data reviewed. We can conclude that there was high selection and recruitments of new employees where as there is also a high rate of employee turnover including the previously employed and existing employees.

The geared data which are gathered from different respondents therefore strengthen than there is a high rate of employees' turnover without a turning point of their employment period but in high frequency.



Bar chart 4.1: Employee's turn over by year (2012-2016)

(Source: Filed survey 2016)

As it could be discerned from table 4.4 below, the majority of the current employee respondents of 115 (95%) replied that there is employee's turnover in their organizations. While the other 6 (5%) replied that there is no employee turnover in their organizations. Among the 115 respondents who have confirmed the existence of turnover in their organizations, 101(87.8%) linked it with the poor infrastructure in the woreda, 97 (84.3%) replied that the turnover is caused by, no peace and security, 89(77.3%) lack of good governance, 71 (61.7%) said there is an economic inflation, 48(41.7%) said that the main cause of this high turnover is related with the cause of the hardship allowance which has been paid for many years before.

One the other hand key informants supported this finding and said that the main cause of employee's turnover is caused by the quitted hardship allowance, the poor infrastructure, economic inflation and the instability caused by conflict occurring steadily. They have also accentuated that some of the newly employed employees are coming to these sectors for the sole purpose of getting experiences and eventually to leave; thus other factors can hardly be the causes for the high turnover being registered.

However, the key informants did not admit the alleged lack of good governance as one of the causes of the turnover recorded in the woreda.

From the discussions made above, one can comprehend that, the above opinions given by the employees in the one hand and by the leaders on the hand had resulted in a paradoxical view to some the factors contributing to the mere problem of employees' turnover. The employee respondents did not admit the rush of getting expedience as a causing turnover and akin to this the key informants denied the lack of good governance as a precipitating factor for the increasing turnover.

Table 4.4: questionnaire about turnover

Item	Measurement	Current employee's	
		No	**%**
Is there an employees' turnover in your organization	Yes	115	95.0
	NO	6	5.0
Total		**121**	**100.0**

(Source: Filed survey 2016)

As the table 4.5 shows a majority of the respondents said that there is high employee turnover in the woreda 98 (81%) while 20(16.5%) said there is medium employees turnover and finally 3 (4.7%) replied there is low employee turnover in the woreda. Standing from the above two table 4.5 we can conclude that there is high employees' turnover in sayint woreda and we can comprehend that to the minimum there is no conducive environment for employees' that could help retain the employees.

Table 4.5: The rate of employees' turnover

Item	Measurement	No	%
How do you rate an employees' turnover in sayint woreda:	High	98	81
	Medium	20	16.5
	Low	3	1.7
Total		**121**	**100**

Source: Filed survey 2016)

Table 4.6 summarizes what motivates employee to join the organization in the first place. The extent to which employees agree or not that they were motivated to join the woreda to gain of experience, majority 45 (77.6%) and significant 9 (15.5%) claimed it to be "disagree" and "Agree" respectively.

When asked to what extent respondents agree or disagree that they were motivated to join the organization because of the salary scale 38(65.5%) and 13(22.4%) of ex employee respondent claimed to "Disagree" and "strongly Disagree" respectively.

Confirming what the key informant said that the salary scale is not that much attractive in the woreda.

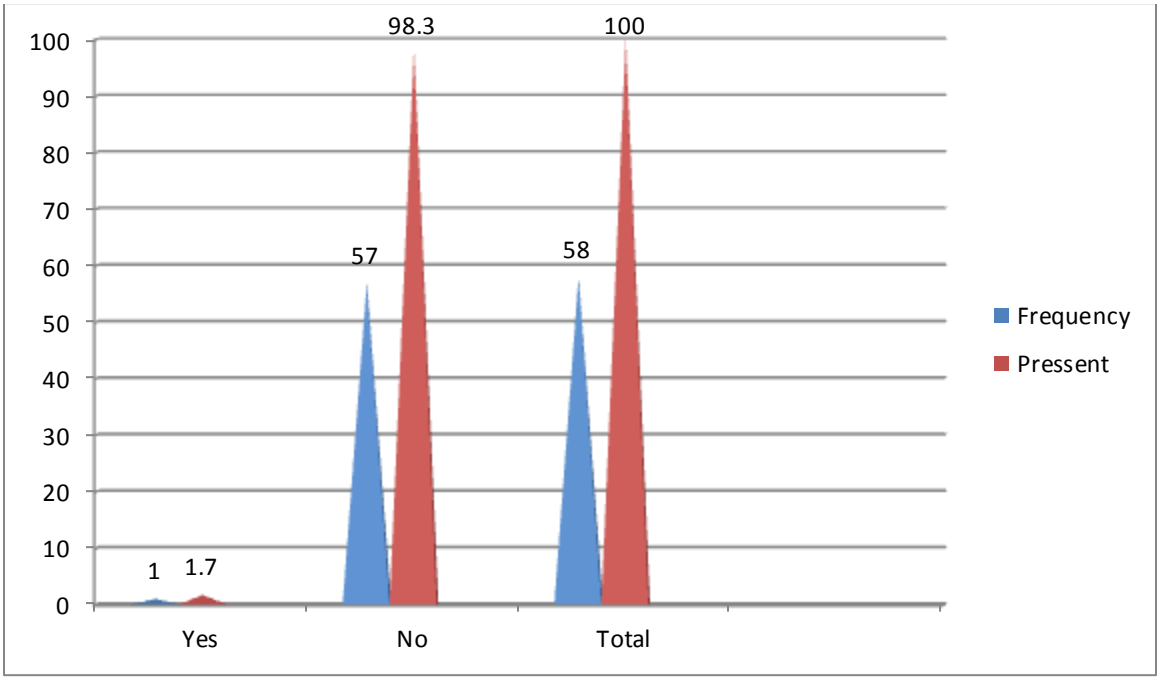
Regarding to what extent they agree or disagree that respondents were motivated to join sayint woreda because they did not have any other job 54(93.1%) and 4 (6.9%) of the ex employees claimed to "agree" and disagree" respectively. This shows that most of the employees were joined sayint woreda neither to get a better salary nor to get experience but, because of they didn't have any other job.

Table 4.6 Demotivating factors to leave organization

No	Item	Measurement	Current	
			NO	%
1	Were you motivated to join sayint woreda to given of experience	Strongly disagree	2	3.4
		Disagree	45	77.6
		Neutral	2	3.4
		Agree	9	15.5
		Strongly agree	0	0
Total			**58**	**100**
2	Were you motivated to join sayint woreda because of the salary scale?	Strongly disagree	13	22.4
		Disagree	38	65.5
		Neutral	1	1.7
		Agree	6	10.3
		Strongly agree	0	0
Total			**58**	**100**
3	Were you motivated to join sayint woreda because you did not have any other job:	Strongly disagree	0	0
		Disagree	4	6.9
		Neutral	0	0
		Agree	54	93.1
		Strongly agree	0	0
Total			**58**	**100**

(Source: Filed survey 2016)

In relation to figure 4.3 below, 57(98.3%) ex employee respondents, respectively were dissatisfied with the amount of pay they get. In response to a similar question by the human resource, whether the organization payment system is poor or not, said that it's not satisfactory.



Bar chart 4:2: satisfactions and employees turnover

(Source: Filed survey 2016)

As indicated in table 4.7 when the ex employees asked why left sayint woreda, they replied that 27.5 percent of the respondents claimed it to be a poor compensation system; 36 percent claimed it to be for poor leadership and communication system; 20 percent for poor training and development opportunity; 5.1 percent for job dissatisfactory; 6.8 percent related to seeking for a better Job opportunity; 1.1 percent linked it with lower social and interpersonal relation and 10.3 percent of the respondents claimed it to be a lack of belongings in sayint woreda. This indicated that there is no single factor alone that is contributing to turnover. It is a combination of factors that are contributing to employee turnover. From the above discussion, we can conclude that the main reason for employee turnover is laid on leadership.

Table 4.7 de motivating factor to stay in the organization

Item	Measure	Ex Employees	
		No	%
Which of the following reasons motivate you to leave sayint woreda	Poor compensation system	16	27.5
	Poor readership and communication system	18	36
	Poor training and development opportunity	10	20
	Job Dissatisfaction	3	5.1
	Seek of better job opportunity	4	6.8
	Low social and interpersonal relationship	1	1.1
	Lack of feeling of belongingness in ex organization in sayint woreda	6	10.3
Total		**58**	**100**

(Source: Filed survey 2016)

As the below table 4.8 shows a majority of the respondents i.e. 93(76.9%) claimed that they have not received training, development, promotion and fair transfer provided by the organization as well the woreda. Turnover would be a relatively unattractive option if employees are trained with firm –specific skills, which are much more valuable to their present employer than to prospective employers. The data show that, the majority of the respondents were unhappy at the lack of good governance means on the fairness that block them from receive any kind of long term training which could have a significant impact on reducing employee turnover in the woreda.

Table 4.8: about the cause of employees' turnover

Item	Measurement	No	%
Is there fairness on employees training and development promotion and employees turnover	Yes	28	23.1
	NO	93	76.9
Total		**121**	**100**

(Source: Filed survey 2016)

As show in the table 4.9, to what extent respondents would say that leaders in sayint woreda are good in informing about changes to the way the organization in a run, the majority 56.9% of ex –employee respondents responded that its poor. In relation to the extent of changes in staffing employees being informing 62.1% of ex employee respondents were claimed "poor" with

regarded to extent that leader in sayint woreda is good at informing financial matters, including budgets', the majority 56.9% of ex employees respondents also said that it's poor. Organization change influences that employees' decision to quit. If the change is not communicated effectively, the change may result in increased turnover when organizations begin implementing the change. From the table it is observed that, when there is a change in the organization, the majority of ex employee respondents it is poor. This shows that there is a lack of communication between employees and management and as result; it is contributing to the increased turnover rate of the woreda.

Table 4.9: About leadership role and employees turnover

NO	Item	Measure	Ex- employees	
			No	%
1	Changes to the way the organization is being run	Very good	--	--
		Good	--	--
		Neutral	21	36.2
		Poor	33	56.9
		Very poor	4	6.9
Total			**58**	**100**
2	Changes in staffing	Very good	0	0
		Good	1	1.7
		Neutral	17	29.3
		Poor	36	62.1
		Very poor	4	6.9
Total			**58**	**100**
3	Financial matters including budgets	Very good	0	0
		Good	0	0
		Neutral	11	24.1
		Poor	33	56.9
		Very poor	14	24.1
Total			**58**	**100**

(Source: Filed survey 2016)

Although most of the employees who left the organization were didn't meet their expectation. On the other hand, majority of employees didn't receive information about objective and mission, etc. During recruitment, contrarily the interview that is taken from the leaders stated the cause of employee turnover is most of the time was that the employees comes to the woreda for the sake of experience and they are not responsible. On the other way on the focus discussion with the human resource process owners indicates that the cause for the employees' turnover was

low enforcement of rules, regulations and procedures because of budget constraints and there was no smooth relation with the upper level that means zone and region.

The results obtained from focus Group Discussion (FGD) also support that the above listed were the key reason for employees. Turnover in sayint woreda. The direct response of the participants of FGD stated that

> *Most of the time the rules, regulations and procedures are not enforcing sometime the zone and regions sent the rules, regulations and procedure lately so these leads not to go with new information. The other main problem is that the chance for long term training is provided just for show because the zone and the region send the long term training and development, especially the chance for a degree and masters when the due date left one day or passed because of this most of employees working in the worded are diploma and Below the diploma. On the other hand the worded cabinets interfere in the complaining area so it's difficult to give fair decision. The other obstacle is budget constraint starting from budget approval to distribution most of the time the budget is allowed for leaders for filed per diem so, there should be transparent leadership and the leaders should change their attitude towards the woreda resource because these resources are not renewable and we should use them wisely.*

As shown in table 4.10, when asked to what extent that respondents agree or disagree with leaders in sayint woreda dealing with employees honestly, 50 (86.2%) Disagree, 5 (8.6%) strongly Disagree and 2 (3.4%) were replied neutral and 1 (1.7%) agree. With respect to what extent respondents agree or disagree on managers of leaders in sayint wereda encourage employees to develop their skills 39 (67.2%) Disagree, 18(31.0%) strongly Disagree and 1 (1.7%) were respond neutrally. On the issue of leaders in sayint woreda treating employees fairly 36(62.1%) disagree and 18(31.0%) strongly Disagree and 4(6.9%) were replied neutral claimed to disagree. Therefore, most respondents, 55(94.8%) respondents disagree on it. We can conclude that there is poor communication skill within and leaders and employees in sayint woreda.

Table 4.10: Leaders and employees turnover

No	Item	Measurement	Ex employees	
			NO	%
1	Dealt with employees Honestly	Strongly disagree	5	8.6
		Disagree	50	86.2
		Neutral	2	3.4
		Agree	1	1.7
		Strongly agreement	0	0
Total			**58**	**100.0**
2	Encouraged people to develop their skills	Strongly disagree	18	31.0
		Disagree	39	67.2
		Neutral	1	1.7
		Agree	0	0
		Strongly agreement	0	0
Total			**58**	**100.0**
3	Treated employees fairly	Strongly disagree	18	31.0
		Disagree	36	62.1
		Neutral	4	6.9
		Agree	0	0
		Strongly agreement	0	0
Total			**58**	**100.0**

***(*Source: Filed survey 2016)**

4.2.6. Interpretation of output from Kruskal Wallis test

From the table 4.11 given below regarding the perception of respondents based on work experience, there is no statistically significant difference among them on towards the attitudes of employees turnover is aggravated by leadership in sayint woreda based on the Kruskal-Wallis H test as shown as Chi-square = 2.593, 3.463 and 8.618 and P-value which is 628,.484 and 0.071 > 0.05. This indicates that the work experience didn't affect the respondent's attitude on the role of leader aggravating employees' turnover in the study area.

As the mean value of each respondent, regarding on their work experience as shown in the table indicates that there is no statistically significant difference between them on the issue of employee's turnover. The majority of the respondents agreed that employee's turnover is a common problem is sayint woreda.

Table 4.11: Kruskal- Wallis Test of employees' perception on the role of leadership aggravating employees in the study area based on their work experience.

Item	Work Experience	NO	Chi sqe	DF	value	Median
Changes to the way the organization is being gun	Less than one year	7	2.593	4	.628	2
	1to less than 2 years	12				
	2to less than 5 years	24				
	5to less than 10 years	12				
	Above 10 years	3				
Total		**58**				
Changes in Staffing	Less than one year	7	3.463	4	.484	2
	1to less than 2 years	12				
	2to less than 5 years	24				
	5to less than 10 years	12				
	Above 10 years	3				
Total		**58**				
Financial matters including budgets	Less than one year	7	8.618	4	0.071	2
	1to less than 2 years	12				
	2to less than 5 years	24				
	5to less than 10 years	12				
	Above 10 years	3				
Total		**58**				

(Source: Filed Survey 2016)

4.2.7. Overall Impact of Employee Turnover on Service Delivery and Organizational Performance

To magnify the impact of employee's turnover in the study area, let's see the direct responses from current employees said that

> "*The impacts of employee's turnover have a great negative consequence on the community. Especially the lower level communities are exposed to different diseases and losing of their life that can be treated easily but, because of lack of health stats the word prevention is greater that cure becomes a story. When I back to education sector am afraid of all the students will tail to be competent with other area because currently the one teacher is teaching beyond the credit, these create work over load*

and low performance these are for above grade 5 but below grade 5 the students are learning by the teacher who didn't know the pedagogy and also the current teachers are those who fail grade ten or matrices'. So it's better to think who will be the next generation who lead the country with knowledge and skill. Even in the agriculture sector, there is a big problem of employees' turnover. The formers are not getting the improved seed and fertilizer on time because of a shortage of developmental agent this leads to the farmers not to effective in producing efficient production because of this there will be economic inflation in public and the employees. Therefore the number of people who lose their life will be increased, there is no potential generation that can change the country and there will be scarcity of production".

The respondents those who say there is high employee's turnover in the woreda including interviewed leaders and focused group discussion asked what is the impact of high employees turnover in the achievement of organizational goal and on the existing employees 69(70.4) they replied that there is work overload on the existing employees, 66(67.3) responded that giving lower standard service to the public including health, education and agricultural support for the community. Although the tax sector failed to collect the revenue from the different source, the recording book tells that for 5 years land revenue from the farmers were not collected because of employees' turnover. On the other hand low organizational performance was said by 56(57.1).

4.2.7.1 The impact of employee's turnover on health service

Most of the respondents from current and ex employees stated money problems that employee's turnover can cause. The health sector is one of the victims of high employee's turnover within 2016 only 16 employees from 72 left the sector with different reason (MW 2015 quarter report). The respondent these who asked what were the impacts of the employee's in the community? Most of the current and ex employees replied that the employee's turnover had tragic impact on health sector because human life is too sensitive because of high employees turnover most of the communities didn't got the right service like awareness creation on the time of vaccination, building to toilets and on the other hand the women are not taking the birth control on appointed time and there is nobody that can give treatment on lunch and night time because there is no shift

the reason for that people are severing till the lunch and dinner time up. On the other hand, there is no 24 hour service in the rural area, it also a big problem for the society.

The focus group discussions who were kebele leader asked that are the service delivery by the public sectors sat is factory?

All of them respond no. Another question reused again, which sectors have defects in service delivery? 19(95 %() replied health, agriculture and education. And 1 (5%) replied small and medium enterprise. Even though the kebele leaders didn't know the cause for MKL2 said that;

> *Health centers are not giving service in holy days, so there is only one health extension in on one center and shortage of medicine is another problem and when we asked why to the woreda health officers, they replied there is shortage of manpower around purchasing and this leads women for unwanted pregnancy and the vaccination for children will postponed for the other time and it created another problem. So the woreda government should give greater emphasis for the health centers otherwise the it's difficult to manage it when it creates a big problem.*

4.2.7.2 The impact of employee's turnover on educational service

To minimize the burden around schools above 50 students are learning in one class the create air suffocation and exposed the students to different air born disease. Beside this the teachers are forced to teach beyond the credit that they should cover and this make them bored. The other challenging situation is that the teachers those who teach below grade 5 are the students those who failed grade, 10th natural exam and there is no standard for that because we haven't chosen. The finding was got from key informant EDH4. Here the kebelle leaders started to say something about the education, by supporting the above finding, the respondent SIKL10 stated that;

Almost half amount of far kebelles schools most of the times are not functioning because of conflict that arise between two waro and wuker. And when we back to kebelles which are nearer to the woreda majority of them are crowded one class hold beyond the standard. The teachers are not as such eager to teach because there is no comfortable environment for them to say including basic need and infrastructure. So the woreda government body should do some time to abort this rotten problem.

4.2.7.3 The impact of employee's turnover on agriculture service

As a pillar of economy, agriculture played a significant role by producing an efficient production of a given community as well as for country wide. But the finding got from the respondent implies that its near future to look sayint woreda will become the woreda which is exposed to high economic inflation. The respondent SEDH4 from kebelle leaders replied that;

> *From the beginning the woreda leaders give us the fertilizers and improved seed without our willing because most of the time we didn't achieve what we expected this happened because mostly these technologies were provided after the season for seeding passed on the other supervision and support is very low because there is only three developmental agents those who cover a large position of the kebelle. When it continues like this we will be looking for other hands because the fertilizer is damaging our land because of shortage of wariness. The other problem is lack of transport most of the time our products were spoiled because there is no road for the reason that we couldn't cover the cost of fertilizer. This leads as a big economic crisis.*

From this it can conclude that the awareness is not created first and there is also a shortage of development agent.

Table 4.12 about challenge on work place

Item	Measurement	NO	%
Have you ever faced any challenges or problems during the public work?	Yes	92	75.8
	No	29	24.2
Total		**120**	**100**

(Source; Filed Survey 2016)

The above table 4.12 showed 93(75.8) most of the respondents replied that they got a problem during their public work time and 29 (24.2) were there didn't have any problem. Thos who say "yes" Most of them stated work over load, a problem of assigning the right person in the right place, scarcity of office equipment, highly budget constraints and lack of peace and security are

the main problem in their workplace. From this it can conclude that the above problems automatically leaded the employee's to leave their organization.

4.2.8 The Role of Leadership to Deal with Employee's Turnover

The leaders are like a father /Mother shaping his /her employees by showing the way how their employees corrected from their mistakes. They should influence the employees in the positive way without creating any discrimination between employees. But the below table seems it was opposing the theory and the principle which written about the role of leadership in organizations.

Table 4.13: Leadership and turnover

Item	Measurement	NO	%
Leaders are responsible or accountable for high employee's turnover.	Agree	86	71.7
	Disagree	34	28.3
Total		**121**	**100**

(Source: Filed survey 2016)

The table 4.13 above indicated that the majority of current employees 86(71.7) were agreed that leaders are accountable for high rate of employee turnover. While the other 34(28.3) disagreed. This majority number implies leaders are responsible for termination of employees. The employees those who said agree, were asked what was the reason behind? And most of respondent replied that most of the leaders or head of the office are not skillful and flexible, also fail to create conductive environment for the employees and create discrimination among employees are the main reason that stated by the respondents. From this it can conclude that leadership was their main cause of employee turnover.

Table 4.14: Kruskal-Wallis Test of employees' perception of the role of leadership aggravating employees in the study area based on their education status

Item	Education states	No	Chi- Seq	Df	P-value	Median
	College diploma	1	.581	2	.748	2.00
	First degree	49		2		2.00
	Masters	8		2		2.00
Total		**58**				
	College diploma	1	.187	2	.911	2.00
	First degree	49		2		2.00
	Masters	8		2		2.00
Total		**58**				
	College diploma	1	.787	2	.674	2.00
	First degree	49		2		2.00
	Masters	8		2		2.00
Total		**58**				

(Source: Filed Survey 2016)

4.2.8.1 Interpretation of output from Kruskai Wallis test

The following non parametric statics' of Kruskai-Wallis test shows the different perception of three interdependent groups such as leaders dealt with employee honestly encourage people to develop their skills and treated employees fairly towards educational states in the study area. From the given table, the significance level of P-value is used to analyze the perception of respondents based on their educational states toward the role of leadership aggravating employee's turnover in sayint woreda. As the test shows the probability value of (P) in the first test is greater than 0.05 in first class that is 748, therefore the result is not significant.

This implies that there is no significant difference in the perception of "leaders dealt with employees honestly leadership role the p-value. 911 of the test is also the same to the first it's greater than 0.05, so the conclusion is not significant difference on leadership aggravating employees in the study area.

4.2.8.2 Possible Recommendations from Respondents' to Handle Employees in the Organization.

Respondents asked what should be expected from the woreda cabinets and the concerning bodies to minimize the rate of employee's turnover. Most of the employees replied that the woreda cabinets should create a smooth relationship with employees.

Creating a comfortable work environment, fulfilling office equipment, fastening the infrastructure, developing good governance, assigning potential leaders and providing benefits to their employees to keep them away from high employee's turnover. On the other hand the other concerning bodies like zonal and regional cabinets and process owners should be alert on the implementation of rules, regulation and procedures.

They should send updated information to the woreda and announce the chance of long term training and development on time because it was one cause for high employee's turnover. Recommendations from focus group discussion SCH3 who work sayint woreda says something about the conflict was presented as follows currently the world has even come to village even though there is some conflict arising between countries, but when we see the case of sayint woreda it is heartbreaking the people are murdered and injured each day by the wuker. As, kebele elders told me without any reason it continues for long times. And still it becomes a recent phenomenon.

Most of the employees were coming from secured area, and where they see their friend or somebody as injured by wuker, they afraid that tomorrow will be these turn so they decided to leave the woreda. So the regional and zonal governments should be give greater emphasis to the issue because.

First human life is more valuable than anything else, second it sluggish the development and finally people will lose their trust on government; therefore, to stops the employees turnover the concerning bodies should work together since the conflict is beyond the capacity of the woreda and zone.

From the above finding it easy to conclude how much the issue is burning and need resinous attention from concerning higher government body because in this cause it is one main cause for high employee;

CHAPTER FIVE

5. SUMMARY OF FINDING CONCIUSION ANDRECOMMENDATIONS

This chapter mainly consists of the conclusion and recommendation portion of the thesis the intention of the chapters was to sum up the whole findings of the study and draw attention to future researchers towards employee's turnover. Consequently, the chapter consists of three sections. The first section present the overall findings of the study, where as the second part consists of the recommendations for governmental organizations and further researchers. Finally, the third section, sketches out on the contribution of this study for the local government and stakeholders.

5.1. Summary of Findings

This section is the main part of thesis. Under this section, the main findings or results of the study were presented as follows.

Major Findings

- Main aggravating factors of employees turnover in sayint woreda are lack of good governance, lack of infrastructure in the woreda, economic inflation, long lasting conflict weker kebele, then taken off hardship allowance are the main causes respond by respondent.
- Major consequences, fail to achieve a given plan and recruitment of non professionals, economic inflation and fail to achieve millennium development goal.
- Leadership character in the interpretation past of the thesis about 36 or 71.7% of the respondents were saying that leaders are responsible for high employees' turnover. This implies that the leadership in the area is not performing well towards ensuring problem of good governance or openness and complaining handling mechanism is poor in sayint woreda.

5.2. Conclusion

Based on the study, that have been conducted the following conclusions are drawn; without any complaints in the 21st century leadership plays a significant role not only in minimizing employees' turnover, but also even determining the fate of the current world; how to motivate and encourage people to get more knowledge and skill for their further life and the successes of the organization, but in sayint woreda leaders are not performing their activities accordingly to improve the service delivery system by minimizing the turnover of professionals by playing their role properly. They are not playing their leadership role to motivate and encourage their employees and participates them in decision making. It is better to evaluate their leadership role and identify the leadership problems to minimize the high rate of employees' turnover because the issue of employees' turnover is directly related to the question of development and good governance. All these are also on the hands of the leadership.

The study has discovered that the main causes of employee's turnover generated from the leadership both from internal and external case. Internally encouraging motivating and creating team spirit is poor. Leaders should have the qualities; the desire to head and have integrity. The desire to lead and integrity are the internal quality of leaders to perform activities in a proper manner and have a commitment to serve the society and this internal quality plays a great role in achieving the desired goal.

Externally there is lack of infrastructure; conflict and economic inflations have contribution for employees' turnover which requires appropriate solution.

Regarding the impacts caused by turnover the study deduced that employees' turnover can lead to the organizations ineffective and non-operational. In the cause of health it leads to death, in the case of education it is difficult to produce knowledgeable generation in the case of agriculture, there will be economic inflation and migration as well creates attitude dependency i.e. looking for help or fund from another area.

5.3. Recommendations

Based on the analysis made throughout this research and the findings, the possible recommendations are forwarded as follows:

5.3.1. Recommendations for Woreda Administration

- Build leadership competency by giving long and short term training experience sharing within and outside organization and peer teaching.
- The woreda leaders have to address the problems of basic infrastructure through mobilizing the society by creating belongingness and awareness towards development because without the participation of the community the development can't achieve or get its target.
- There should be functional anticorruption commission who is free from any influence of woreda cabinets.
- The economic inflations and associated high cost of living of employees were related to expensive house rent, high cost of food items and shopping. So all this problem should be solving organize small and microenterprise associations and increase productivity.
- They should also exert on endeavor to stabilize the woreda and strive to settle the growing conflict through amicable means in collaboration with the participation of the community and higher concerning authorities.
- They have to allow a headship allowance and employees benefit as a catalyst of motivating employees and as retention mechanism..
- The leaders of the selected sectors need to have the caliber to handle basic issues and problems of the employees and they need to have the qualities of good leadership. On top of that, they have work towards achieving the objectives of good governance.

5.3.2 Recommendations for Region and Zone Concerning Authorities

- The upper concerning body should implement the principles of good governance and enforce it through, awareness creation, preparing panels, experience sharing stage, long and short term training.
- The region and zone concerning authorities especially those organizations that should send up to date rules and procedures for the zones and the woreda should so on timely

basis. They have to also timely send notices of trainings and long term study programs scholarships, seminars and workshops to enable employees get the chances to upgrade their academic status and acquire additional knowledge.

5.3.3. Recommendations for Policy Makers

- Design strategy and enforcement mechanism to solve the long lasting conflict because, the conflict is obviously an obstacle for the development of the community and directly or indirectly to the country as a whore. So they must give a great emphasis to rightly promote peace and stability with the objective of protecting human right and preventing violations.
- Update Employee development strategy based on the current situation of geographical location of the area.
- Finally the thesis suggests a series of measures, which could be taken, in general by all concerned stakeholders; and all government organs including the regional state, zonal administration and woreda administration to improving policy and administrative issue, and providing all necessary social services to the employees to reduce the current employees high turnover problem.

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Annex I

INDRA GANDHI NATIONAL OPEN UNIVERSITY Faculty of public Administration, School of Social Sciences (MA) Programmed Questionnaire to be filled Ex-Employees of Sayint Woreda

I am post graduate student in Indra Gandhi National Open University, Master of Public Administration.

Dear respondent; this questionnaire is prepared to employ the impact of turnover in wereda. The purpose of this study is primarily for fulfillment of Master Degree, Additionally on the way, it is to inform the local government of the study area about things that are going well, and to make suggestions and recommendations on anything that should be changed or improved.

Any information you give to me will not affect your benefits from the sector. The information you provide will not be disclosed in names to any other party. Therefore since the questionnaire will be utilized for academic purpose, your cooperation is highly needed to undertake this study. Thank you in advance for sparing your time and giving valuable information.

Instructions

- Do not write your name on the questionnaire
- Please answer the whole questions

A. BACK GROUND INFORMATION

A_1. You're Age Group

Below 25 ☐ 25-30 ☐ 31-35 ☐

36-40 ☐ above 40 ☐

A_2. Sex

Male ☐ Female ☐

A_3. Qualification

12 + 2 ☐ BSC/BA ☐ MSC/MA ☐

A_4. How many years in total have you worked in sayint woreda?

TIEK one Box only

Less than 1 year ☐ 1 to less than 2 years ☐

2 to less than 5 years ☐ 5 to less than 10 years ☐

10 years more ☐

B1. About your Job

B_1. Did you receive information as to your job, objective and mission, etc during recruitment?

Yes ☐ No ☐

B_2. Do you think that orientation is necessary after placement for newly employed?

Yes ☐ No ☐

B_3. Were you satisfied with the amount of play you get?

Yes ☐ NO ☐

B_4. To what extent do you agree or disagree with the following statements about joining sayint wered?

Tick One Box Only

	Strongly Disagree	Agree	Neutral	Disagree	Strongly agree
➢ You were motivated to joine Sayint woreda for gain of experience	☐	☐	☐	☐	☐
➢ You were motivated to joing sayint woreda because of the Salary scale.	☐	☐	☐	☐	☐
➢ You were motivated to joine Sayint woreda because you did Not have any other job	☐	☐	☐	☐	☐
➢ You were motivated to joine Sayint woreda because you thought Sayint woreda has good opportunity For training and development	☐	☐	☐	☐	☐

B_5. After joining sayint woreda, were your expectation met?

Yes ☐ No ☐

C. ABOUT YOUR WORK PLACE

C_1. Have you ever had any training in your ex- sector in sayint woreda?

Yes ☐ No ☐

C_2. Over all, how good would you say managers at your ex-organization is be in sayint woreda were at keeping Employees informed about the following?

Tick One Box in Each Row

	Very Good	**Good**	**Neutral**	**Poor**	**Very Poor**
➢ Changes to the way the Organization is being gun	☐	☐	☐	☐	☐
➢ Changes in sifting?	☐	☐	☐	☐	☐
➢ Financial matters including Budgets	☐	☐	☐	☐	☐

C_3. In general, how good would you say managers at your ex- organization in sayint woreda were at?

Tick One Box in Each Row

	Strongly Agree	**Agree**	**Neutral**	**Disagree**	**Strongly Disagree**
➢ Seeking the views of employees /employee representative	☐	☐	☐	☐	☐
➢ Responding to suggestions From employees/Employee Representatives	☐	☐	☐	☐	☐
➢ Allowing employees/employees Representatives	☐	☐	☐	☐	☐

Toinfluencefinaldecision

C_4. Overall, haw satisfied were you with the amount of involvement you had in decision making in your ex organization in sayint woreda?

Tick One Box only

Satisfied	☐
Very satisfied	☐
Neither satisfied nor	☐
Dissatisfied	☐
Very satisfied	☐

D. YOUR VIEW ON WORKING EX-ORGANIZATION IN SAYINT WOREDA

D_1. Now thinking about the managers/head/at your ex-organization in sayint woreda, to what extent do you agree or disagree with the following.

Tick One Box in Each Row

	Strongly Disagree	**Agree**	**Neutral**	**Disagree**	**Strongly Agree**
➢ Dealt with Employees Honestly	☐	☐	☐	☐	☐
➢ En courage people to Develop their skills	☐	☐	☐	☐	☐
➢ Treated employees fairly	☐	☐	☐	☐	☐

D_2. To what extent do you agree or disagree with the following statements about working in sayint woreda?

Tick One Box in Each Row

	Strongly Disagree	**Agree**	**Neutral**	**Disagre**	**Strongly Agree**
➢ Management has provided A clear path for advancement	☐	☐	☐	☐	☐
➢ Management recognized Employees for their contribution	☐	☐	☐	☐	☐
➢ Communication system with Management was properly laid Down	☐	☐	☐	☐	☐
➢ Disciplinary procedures were Properly laid	☐	☐	☐	☐	☐
➢ Complain handling mechanisms Were good	☐	☐	☐	☐	☐

D_3. Which of the following reason motivate you to leave sayint woreda? (Rank them in priority)

- ➢ Poor compensation system ☐
- ➢ Poor leadership and communication System ☐
- ➢ Poor Training and development Opportunity ☐
- ➢ Job Dissatisfaction ☐
- ➢ Seen of better Job opportunity ☐
- ➢ Low social and inter personal Relationship ☐

- Lack of feeling of belongingness in sayint woreda ☐

In General what you think about the Impact of Employees Turnover on the Achievement of A Given Organizational plan and on Public Service Delivery?

Annex II

Questionnaire to be filled by current Employee of Seyint Woreda

I am post graduate student in Gandhi National Open University, Master of Public Administration.

Dear respondent; this questionnaire is prepared to employ the impact of turnover in wereda. The purpose of this study is primarily for fulfillment of Master Degree, Additionally on the way, it is to inform the local government of the study area about things that are going well, and to make suggestions and recommendations on anything that should be changed or improved.

Any information you give to me will not affect your benefits from the sector. The information you provide will not be disclosed in names to any other party. Therefore since the questionnaire will be utilized for academic purpose, your cooperation is highly needed to undertake this study. Thank you in advance for sparing your time and giving valuable information.

Instructions

- Do not write your name on the questionnaire
- Please answer the whole questions
- For the multiple Questions, encircle your answer (s) in the choices given (Some times more than one response may be required)
- At the end mark sure you and wered all Questions

A. Personal Information

1. Below 25 ☐ 25 -30 ☐ 31-35 ☐
   30-40 ☐ above 40 ☐
2. Sex A. Male B. Female
3. Educational States
   A. Below B. Diploma C. Degree D. Masters

B. Questionnaire on the Turnover

1. Is there an employees' turnover in your organization?

   A. Yes B. No

2. If your answer is "yes" for question no 1, what are the main causes for employee's turnover

   _____

   _____

3. How do you rate employee's turnover in your organization

   A. Higher B. Medium C. Lower

4. If you answer for Question no 3 is "higher" mention it's the negative impact on the attainment of organizational goal and public service delivery

   _____

   _____

5. Do you think leader are responsible or accountable for the higher employee's turnover

   A. Yes B. No

6. If your answer for Question no 5 is "yes", how?

   _____

   _____

7. What will be expected from the woreda leaders to reduce the employee's turnovers?

   _____

   _____

   _____

8. Is there fairness on employees training and development promotion and employees transfer?

   A. Yes B. No

9. If your answer is "No" for Question No 8, what are the key reasons?

   _____

   _____

10. How many hours does it take to you to reach the work place?

A. Up to 30 minutes B. 30 minutes

C. 1hr, an half to 2 hrs D. More than 2hrs

11. Have you ever faced any challenges or problems during the public work?

A. Yes B. No C. I cannot imagine

12. If your answer for above Question 12 is "yes" mention the problems you have ever encountered.

A. _____

B. _____

C. _____

D. _____

13. In general what is the impact of employees' turnover on the public service delivery for the community?

_____

_____

_____

Annex III

Focused Group Discussion with Human Resource

I am post graduate student in Gandni National Open University, Master of Public Administration.

Dear respondent; this questionnaire is prepared to employ the impact of turnover in wereda. The purpose of this study is primarily for fulfillment of Master Degree, Additionally on the way, it is to inform the local government of the study area about things that are going well, and to make suggestions and recommendations on anything that should be changed or improved.

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Back Ground Information

A_1. Your age Group

Below 25 ☐ 25-30 ☐ 31-35 ☐

36-40 ☐ above 40 ☐

A_2. Sex Male ☐ Female ☐

A_3. Qualification

Under diploma ☐ 12+2 ☐ BSC/BA ☐

MSC/MA ☐

A_4. How many years in total have you worked in your sector**.**

Less than 1 year	☐	1+ to less than 2 years	☐
2 to less than 5 years	☐	5 to less than 10 years	☐
10 years or more	☐		

A_5. Your current position _____

1. Is there any kind of performance or membership reward for the employees?
2. Is there any employee rules, regulation and procedure in your organization?
3. Did you implement government rules, regulation and procedure properly?
4. If your answer is "NO" what is the main reason?
5. Are there any training, development and promotions for employees on time?
6. Do you think there is pervasive employee's turnover in sayint woreda?
7. If your answer is "yes" what is the reason for employees' turnover?
8. Is there any method to handle complain that rise from customers any employees?
9. What do you think about the impact of employee's turnover on public service delivery?
10. What are the measures taken to tackle the problem of employees' turnovers as a whole?

Annex IV

Focused group discussion with kebelle/leaders

I am post graduate student in Gandhi National Open University, Master of Public Administration.

Dear respondent; this questionnaire is prepared to employ the impact of turnover in wereda. The purpose of this study is primarily for fulfillment of Master Degree, Additionally on the way, it is to inform the local government of the study area about things that are going well, and to make suggestions and recommendations on anything that should be changed or improved.

Any information you give to me will not affect your benefits from the sector. The information you provide will not be disclosed in names to any other party. Therefore since the questionnaire will be utilized for academic purpose, your cooperation is highly needed to undertake this study. Thank you in advance for sparing your time and giving valuable information.

A_1. Your age Group

Below 25 ☐ 25-30 ☐ 31-35 ☐

36-40 ☐ above 40 ☐

A_2. Sex Male ☐ Female ☐

A_3. Qualification

Under diploma ☐ 12+2 ☐ BSC/BA ☐

MSC/MA ☐

A_4. How many years in total have you worked in your sector**.**

Less than 1 year	☐	1+ to less than 2 years	☐
2 to less than 5 years	☐	5 to less than 10 years	☐
10 years or more	☐		

A_5. Your current position _____

A. Question about public service

1. Are the service delivered by the public sectors satisfactory?
2. Which sectors have detects on the service delivery?
3. What are the impacts of not getting the service timely and adequately?

Thank you for your support

Annex V

Check list of key Informant Interview for Public Cabinets

I am post graduate student in Gandhi National Open University, Master of Public Administration.

Dear respondent; this questionnaire is prepared to employ the impact of turnover in wereda. The purpose of this study is primarily for fulfillment of Master Degree, Additionally on the way, it is to inform the local government of the study area about things that are going well, and to make suggestions and recommendations on anything that should be changed or improved.

Any information you give to me will not affect your benefits from the sector. The information you provide will not be disclosed in names to any other party. Therefore since the questionnaire will be utilized for academic purpose, your cooperation is highly needed to undertake this study. Thank you in advance for sparing your time and giving valuable information.

A_1. Your age Group

Below 25 ☐ 25-30 ☐ 31-35 ☐

36-40 ☐ above 40 ☐

A_2. Sex Male ☐ Female ☐

A_3. Qualification

Under diploma ☐ 12+2 ☐ BSC/BA ☐

MSC/MA ☐

A_4. How many years in total have you worked in your sector**.**

Less than 1 year	☐	1+ to less than 2 years	☐
2 to less than 5 years	☐	5 to less than 10 years	☐
10 years or more	☐		

A_5. Your current position _____

B. Question about employee's turnover

1. What are the main causes of employees' turnover in sayint woreda?
2. What are negative impacts of turnover in your organization?
3. What is /was your responsibility to minimize turnover?
4. What mechanism used to reduce the degree of turnover?
5. What suggestion and recommendations do you forward for the woreda?

በህንድ ኢንድራ ጋንዲ ብሄራዊ ኦፕን ዩኒቨርስቲ የህዝብ አስተዳደር ፕሮግራም የ2ኛ ድግሪ መረሃ ግብር

መጠይቅ 1. የሰራተኛ ፍልሰት መንግስት ለህብርተሰቡ በሚያቀርበው አገልግሎት ላይ ያለውን ተፅእኖ ለሚዳስስ ጥናት፣ ምርመር ጽሁፍ መረጃ ለመሰብሰብ የተዘጋጀ መጠይቅ፡፡

በመጀመሪያ ስለትብብርዎ በጣም እናመሰግናለን፡፡ ይህ መጠይቅ በ2ኛ ድግሪ ማሟያ ጽሁፍነት በሳይንት ወረዳ የመንግስት ሠራተኞች ፍልሰት ይዘትና በአገልግሎት አሰጣጥ ላይ ያለውን ተጽዕኖ በሚል ርዕስ ለሚሰራ የጥናትና ምርምር ጽሁፍ የሚረዳ መረጃ ለመሰብሰብ የተዘጋጀ ነው፡፡ በመሆኑም የጥናቱ ውጤት በአካባቢው ያለውን የመንግስት ሰራተኞች ፍልሰት ችግሮችን በመለየትና መንግስት የአገልግሎት አሰጣጥን ውጤታማነት ለማሳደግ የሚያከናውናቸው ተግባራት አጋዥ የሚሆኑ የመፍትሄ ሃሣቦችን ማቅረብ ነው፡፡ በመሆኑም በጥናትና ምርምር ስራው ውጤታማነት ይረዳ ዘንድ የእርስዎ ቀናና ትክክለኛ ምላሽ ከሁሉም የበለጠ ድርሻ አለው በመሆኑም በመሉ ተነሳሽነት ስሜት አንዲሞሉ እየጠየኩ ለትብብርዎ በቅርድሚያ ምስጋና እያቀረብኩ የሚሰጡኝ መረጃ ለትምህርት ተግባር ብቻ የሚውልና ሚስጥራዊ መሆኑን እገልፃለሁ፡፡

መመሪያዎች

1. መጠይቁ ላይ ስምዎትን እንዳይፅፉ
2. እባክዎን ሁሉንም ጥያቄዎች ይመልሱ
3. ምርጫን በተመለከተ ትክክል ነው ያሉትን መልስ ያክብቡ፡፡

ሀ. መሰረታዊ መረጃ

1. እድሜ ---	ሀ. 18-29	ለ. 30-45	ሐ. ከ45 በላይ
2. ፆታ	ሀ. ሴት	ለ. ወንድ	
3. የትምህርት ደረጃ	ሀ. ከዲፕሎማ በታች	ለ. ዲፕሎማ	
	ሐ. ዲግሪ	መ. ማስተር	

የመንግስት ሰራተኞችን ፍልሰት በተመለከተ የተዘጋጀ መጠይቅ

1. የሠራተኛ ፍልሰት በመ/ቤታችሁ አለ?

ሀ. አዎ ለ. የለም

2 ለመጀመሪያ 5 ጥያቄ መልስዎ አዎ ከሆነ ዋና ዋና ምጠይቆቹ ምን ምን እንደሆነ ቢገልፁልኝ?

---

3 የሰራተኛው ፍልሰት በወረዳው ላይ ምን ይመስላል?

ሀ. ከፍተኛ ለ. መካከለኛ ሐ. ዝቅተኛ

4. 3ኛው ጥያቄ መልስ ከፍተኛ ከሆነ በአገልግሎት አሰጣጥ እና በመስሪያ ቤቱ የእቅድ አፈፃፀም ላይ ያለው ተፅእኖ ካለ ቢዘረዝርልኝ?

5.ለሠራተኛው ፍልሰት የአመራሩ ሚና ከፍተኛ ነው ብለው ያስባሉ?

ሀ. እስማማለሁ ለ. አልስማማም

6..."5" ተኛ ጥያቄ መልስዎ እስማማለሁ ከሆነ ማሳያ ቢገልፅልኝ?

---

7. የሠራተኛው ፍልሰት ለመቀነስ ከወረዳ 5 አመራር ምን ማድረግ ይጠበቃል?

8.በስልጠና በቅጥር በእድገትና በዝውውር እንዲሁም የት/ዕድል አሰጣጥ ላይ ፍትሃዊነት አለ ወይ?

ሀ. አዎ ለ. የለም

9. ለጥያቄ “8” መልስ “የለም” ከሆነ ለፍትሀዊነቱ መጓደል ምክነያቱ ምንድን ነው ይላሉ?

10.. ከመኖሪያ ቢሮዎ ለመድረስ ምን ያህል ጊዜ ይፈጃል?

ሀ. እስከ 30 ደቂቃ ለ. 30 ደቂቃ ሐ. 1 ሰዓት መ. ከ1 ሰዓት በላይ

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Title of the Dissertation: Assessing the impact of employee's turnover on the efficiency and effectiveness of public service delivery, A case study in Amhara Sayint Woreda.

CERTIFICATE OF APPROVAL

I hereby certify that proposal dissertation entitled Assessing the impact of employees turnover on the efficiency and effectiveness of public service delivery, a case study in Amhara Sayint Woreda by Moges Tadesse Alemu has been prepared after due consultation with me. The proposal has my approval and has to my knowledge the potential of developing in to a compressive dissertation Project. Also agree to supervise the above mention Dissertation till its completion

(Signature of academic supervisor)

Name: _____

Designation: _____

Address: _____

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CHAPTER ONE

1. Introduction

1.1. Background

There is consensus among experts and institutions that the development of the private sector is central to Africa's economic recovery. Therefore, is an increasing recognition that public sector institution, in particular? That of the civil service is crucial. Public sector institution in every African country is being called upon to create an 'enabling environment 'for the private sector (Langester, 1995).

Human resource is vital to delivering appropriate service to the public, by providing their skill, ability and knowledge for their organization. Many researchers and scholars wrote that, these employees will stay in their organization if the working environment is encouraging for them otherwise they will leave the organization. Employee turnover is an important and pervasive feature of the labor market (Martinc, 2003). Every trained person becomes an asset of considerable value and presents management with the challenge of keeping him/her satisfied and settled. Staff turnover can be described as the total movement of employees in and out of an organization (Hatfield, 2006). Turnover that hurts the organization is known as dysfunctional turnover. The reason of turnover for any organization include, workers experience disruption, the need to learn new job specific skills and find different care prospects. Organizations suffer the loss of job specific skills, disruption in production and incur the costs of bring and training new workers (Aberra, 2007). The end result of employee turnover will be creating an organization where it is not able to active planned goals, and thus its productivity becomes very low and its customer are left being highly dissatisfied (Al-khouri, 2010).

In order to remain competitive and be productive, every organization will have to manage their employee turnover wisely.

Every organization wishes to have high productivity, fewer turnovers and to be profitable. Managing turnover successfully is a must to achieve the above goals. Studies have also been carried out regionally and globally to explore and to study the relation between variable (s) with employee turnover.

The study variable includes employees turnover causes, leadership role and its impact on service delivery. Having said this, when we come to the employee turnover of the Amhara sayint woreda administration, were not studied yet, so this study will be addresses the issues and fill the gap of information in the study area. Almost Amhara Sayint destrinct is known by low man power because of turnover. Customers always complain about poor service. What makes the turnover of employees in that woreda more serious is that, the turnover rate is the highest for the youth workers who are expected to play a very significant role in the process of implementing the over all development plans of the woreda (woreda, 2014). So the woreda government loses its resource and the experience that the employees have. It is also observed that, mostly turnover is happening around, especially on those government sectors that are expected to give good service, like health sector, education and tax revenue institutions.

This study, will be, and elucidate the impact of employees' turnover on the efficiency of public service delivery in Amhara Sayint woreda.

1.2 Statement of the Problem

Improving public service delivery is one of the biggest challenges in socio economic development. Public services are a key determinate of quality of life that is not measured in per capital income. Employees are one of the resources that organizations need to manage effectively to survive, thus they are not "owned" by organization like any other asset and as such labor turnover is a reality for organizations. Organizing public service provision is considered to be a care function of government. However, how that responsibility should be discharged is open to debate. These public services have important benefits not captured in market returns. (Reforming public service delivery, 2007).

In Ethiopia the government has carried out various civil service reforms like expenditure control and management, Human Resource Management, service Delivery, TOP Management systems, and Ethics to increase the quality of service delivery so that to improve customers satisfaction in public organizations sharing capable and adequate human resource, which is mandatory to achieve organizational goals. But, it is well established that a high level of employee turnover is undesirable in organization for several of reasons, high turnover indicates that an organization is

ethics doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term (Hailemariyam, 2001).

This study will focus in the Amhara National regional state, South Wollo Zone , the Zone administration has 23 Woredas or districts, Sayint woreda is one of these 23 Woredas. The Woreda has 24 public sectors. In this Woreda employees' turnover is becoming a burning issue, which highly affects the performance of the public organizations public service and the according to the study area administration annual report 2014, in 2013 alone 39 employees from for instance during the last two years128 Woreda experts have resigned due to various reasons. Within the framework of statement of the problem given, the researcher attempt to answer the following basic research questions:-

5. What are the causes of employees to quit their jobs in the Sayint Woreda?
6. What are the impacts of turnover in socio economic development of the Woreda?
7. What are the role of leadership in addressing employee turnover in Sayint Woreda?
8. What are the possible solutions and recommendations to reduce employees' turnover?

Hence, within the above research questions the researcher has intended to fill the gap in information about the impact of employees' such as, low quality of education, low productivity, exposed to different diseases, fail to collect appropriate tax.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study will be to assess the impact of employees' turnover on efficient and effectiveness public service delivery in the study area.

1.3.2 Specific Objectives

- To asses cause of employee turnover in study area.
- To analyze the impact of employee turnover on service delivery reforms.
- To explain the role of leadership in addressing employee turnover.
- To provide possible suggestions and recommend how to handle employees in the sectors identified above.

1.8. Scope of the Study

Employee turnover is broad in the sense that it comprises voluntary and involuntary turnover. However, this paper will be address voluntary turnover only in study area administration. The scope is also limited to those professionals or technically qualified personnel who work a professionals or technically qualified personnel who work a professional work, especially that requires special training and do not have managerial position. Out of the targeted 24 sectors, 5 sectors will be selected. Because this is poverty reducing sectors and which have branch to kebeles to assess the impact of employee turnover on efficient public service delivery and organizational performance, in Sayint Woreda.

1.9. Significance of the Study

Sayint Woreda can play a significant role in the development activities of our county Ethiopia. For that to happen, qualified and experienced employees are mandatory. It qualified employees leave the organization, the Woreda and the agricultural sector in that Woreda can't achieve their target. So this study will figure out what the case of turnover, how to tackle the problem and proposed solution and help to take measures on turnover problems by identifying, the conceptual or knowledge gaps, the obstacle methodologies and the existing rules and regulation.

1.10.Limitation of the study

The limitation of this study may return incomplete questionnaires, delay of responses. Since, there is no research work done on the study area (Sayint Woreda) in the context so far will be the major limiting factors that are encountered during the data collection period. However, utmost effort should be made to attempt these problems by handling all the activities as per the schedule as well triangulating the different data collected using different instruments.

1.7. Orgnization of study

The study will have five chapters. The first chapter deals with background of the study area, statement of the problem .objectives of the study, significance, scope and organization of the study. The second chapter contains the theoretical framework of the study. The third contain research methodology, sampling, data collection tools and data analysis. The fourth presents and analyzes all collected data. The last chapter contains conclusion and recommendation. Vital documents will be annexed at the end.

CHAPTER TWO

2. Review of Related Literature

2.1. Definitions and Concept of Employee's Turnover

«Workers around the world are already starting to seek new job opportunities as growth returns and labour markets begin to pick up in 2018, 49 million more employees will be handling out the door compared to 2012 a total of 192 million employees worldwide. The global employee turnover rate will see the sharpest increase in 2014, with the greatest growth happening in that year. But regional economic and job market forecasts show that turnover will spike sooner in emerging economics than in developed. Emerging economies in Asia and Latin America will spike between now and 2014, while mature magnet will peak between 2014 and 2018, led by dominant economics such as Germany and the US» (Hay Group2).

Employee turnover can be extremely devastating for any company. It makes the employers difficult to maintain a secure and successful operation. Management should have its own mechanisms to reduce employees' turnover and to take measurements.

Many academic Scholars pointed out turnover as the correlation between job dissatisfaction and decreased organizational commitment. (Shamsuzzoha A, 2009).

Employee turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees measuring employee turnover can be helpful to employers that want to examine reasons for turnovers or estimate the cost to hire for budget purposes. Blanket reference to turnover can be confusing; therefore, specific definitions and calculations for employee turnover may be useful to human resources practitioners (Mayhew, 2007). Robbins (2003) defines turnover as the voluntary and involuntary permanent with drawal from an organization, and a high turnover rate results in increased recruiting, selection, and training costs. However, this study will focus on voluntary turnover. In an organizational context, turnover can be defined as the termination of an employee's intra organizational career course, which is composed of a sequence of job changes from job entry to exit (Zhao, 2002). Employee turnover could refer to a situation whereby employees exit the organization voluntarily for various

reasons, and thereby affecting the organization negatively in terms of costs and the capacity to deliver the minimum required services.

2.3 Overview of Employee Turnover Research

The impact of turnover has received considerable attention by senior management, human resources professionals, and industrial psychologists. It has proven to be one of the most costly and seemingly intractable human resource challenges contrasting organizations. This paper provides a summary of information, abstracted from published research, on the costs of turnover, factors contributing to its magnitude in organizations, and proposed remedies.

2.3.1 Factors that Influence Employee Turnover

Employee turnover is a naturally occurring event at any organization. Some employees leave by choice (known as voluntary turnover), and some staff changes are initiated by the organization itself (known as involuntary turnover). Employees voluntarily leave organizations for a variety of reasons, including low satisfaction with their jobs, low satisfaction with their employer, limited promotion and growth opportunities, a better opportunity elsewhere, or disapproval of organizational changes or restructuring.

2.3.2 Types of Employee Turnover

Employee turnover may be classified into five categories according to Fahad, (2011)

1. .Functional Vs Dysfunctional Turnover; Functional turnover can be defined as "A turnover in which poor performers leave" while functional turnover can be defined as "A turnover in which good performers leave"
2. Avoidable Vs unavoidable Turnover: A turnover that happens in avoidable circumstance is called 'Avoidable Turnover', whereas "A turnover that happens in unavoidable circumstances is called 'Unavoidable Turnover'
3. Voluntary Vs Involuntary Turnover: voluntary turnover can be defined as the turnover in which employee has own choice to quit or instance of turnover initiated at the choice of employees where involuntary turnover can be defined as the turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer's initiated termination.

4. Internal Vs External Turnover: Turnovers can be classified as 'internal turnover' or 'external turnover' internal turnover happens when employees send off their current position and getting a new position within the same organization. It is related to the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization.
5. Skilled Vs unskilled Turnover: untrained, uneducated and unskilled positions often face high turnover gate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the oth4er hand skilled and educated positions may create a risk to the organization while learning. Therefore turnover of skilled and educated professionals incur replacement costs as well as a competitive disadvantage of the business.

2.3.3. Factors that Aggravate Employees Turnovers

The root causes of employee's turnover are various and often differ from country to country. Turnover is a complex phenomenon that is driven in search of betters conditions low salary and low motivation, poor office equipment, lack of commitment and lack of social or economic opportunities. There are many factors that tend to be common to turnover in general are found in a wide range of different regions, patterns or causes.

2.3.3.1 Push Factors /Controlled Factors/

Push factors are aspects that push the employee towards the exit door. It is also called controlled factors because these factors are internal and can be controlled by organizations. According to Loquercib (2006), it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Most staff has a preference for stability. However, some time employees are 'pushed' due to dissatisfaction with their present jobs to seek alternative employment. Push factor can be classified into organizational factors, attitude factors, organizational commitment and the like (Shah, 2005).

2.3.3.2 Pull Factors (Uncontrolled Factors)

Pull factors are those reasons that attract the employee to a new place of work. In some papers pull factors are named as controlled factors because it is out of the control of organizations.

Various pull factors derived from literature are high salary, career advancement, new challenge and interesting work, job security, good location of company, better culture, and life work balance, more freedom autonomy, well reputation of organization, values, more benefits, good boss /Ahmad and Zaman, 2009).

2.4 The causes of Turnover

There are a number of factors that contribute to employee turnover. We explore some of these factors in more detail below.

- The economy: in exit interviews one of the most common reasons given for leaving is the availability of higher paying jobs. Some minimum wage workers report leaving one job for another that pays only 50 cents hour more, obviously, in a better economy the availability of alternative jobs plays a role in turn over, but this tends to be overstated in exit interviews.

- The performance of the organization: an organization perceived to be in economic difficulty will also raise the specter of impending loyefts. Workers believe that it is rational to seek other employment.

- The organizational culture: much has been written about organizational culture. It is sufficient to note here that the reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals, among others factors, will influence such indices of job satisfactions turnover intentions and turnover rate.

- **The characteristics of the job**: some jobs are intrinsically more attractive than others. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. As are many other factors.

- **Unrealistic expections**: Another factor is the unrealistic expectations and general lack of knowledge that many job applicants had about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quite.

- **Demographics**: empirical studies have demonstrated that turnover is associated with particular situations with demographic and biographical characteristics of workers. But to use lifestyle factors (e.g. smoking) or past employment history (e.g. many job changes) as an explicit basis for screening applicants, it is important for legality and fairness to job applicants to verity such biodata empirically.

- **The person**: In addition to the factors listed above, there are also factors specific to the individual that an influence turnover rates. These include both personal and trait based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, as an unsolicited job offer. In addition to these features that are associated with turnover. These traits are some of the same characteristics that predict job performance and counterproductive behavior such as leafing, absenteeism, theft, substance abuse on the job, and sabotage of the employers' equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnovers (SIGMA, 2012)

2.5 Costs of Turnover

Analyses of the costs associated with turnover yield surprisingly high estimates. The high cost losing key employees has long been recognized. However, it is important for organizations to understand that general turnover rates in the workforce can also have a serious impact on an organization's profitability, and even survival. There are a number of costs incurred as a result of employee turnover. These costs are derived from a number of different sources, a few of which are listed below (Bliss, 2007).

- Recruitment of replacements, including administrative expenses, advertising, screening and interviewing, and services associated with selections such as security checks, processing of references, and, possibly, psychological testing.
- Administrative hiring costs
- Lost productivity associated with the interim period before a replacement can be placed on the job

- Lost productivity due to the time required for a new worker to get Vs to speed on the job
- Lost productivity associated with the time that coworkers must spend away from their work to help a new worker.
- Costs of training, including supervisory and coworker time spent in formal training, as well as the time that the workers in training must spend off the job.
- Costs associated with the period prior to voluntary termination when workers tend to be less productive
- In some cases the costs associated with the communication of proprietary trade secrets, procedures, and skills to competitive organizations.
- Public relations costs associated with having a large numbers of voluntary or involuntary terminations in the community spread gossip about the organization Increased unemployment insurance costs.

using an example from the health care industry, Cascio (1991) calculated that the cost of replacing 288 employees per year (in a hospital with 200 beds employing 1200 persons with a turnover rate of 2% per month) was $ 2,888,295.52 when all sources of costs were analyzed. Moreover, a recent Business week (1998) study estimated that the replacement costs alone are over $10,000 for about half of all jobs and approximately $30,000 for all jobs. These estimates highlight the considerable costs can be associated with turnover (Bliss, 2007).

2.6 The Impact of Working Environment on Job Satisfaction and Employee Turnover

A work environment is made up of a range of factors, including company culture, management styles, hierarchies and human resources policies. Employee satisfaction is the degree to which employees feel personally fulfilled and content in their job roles. Employee turnover is the rate at which employees leave their employers, whether voluntarily or involuntarily. These three distinct concepts are inseparably linked; work place environments greatly influence employee satisfaction, which in turn directly affects employee turnover rates. Knowing how to use a positive work environment to increase employee satisfaction and reduce turnovers is a key to developing a high performance work force. Employees are motivated by different working

conditions. Some employees care most about salaries, bonuses and rewards, and others want autonomy. Still others seek the perfect combination of a nice boss, a flexible schedule, competitive wage, interesting job duties and special rewards. Employers must consider why some employees are happy and why others want to leave so they can improve working conditions and increase employee retention.

2.7 Employee's Turnover and Organization Performance

It is well established that a high level of employee turnover is undesirable for organizations for a variety of reasons. High turnover indicates that an organization is either doing a poor job selecting the correct employees or failing to provide a work environment that enables employees to commit long term. This directly leads to a loss of investment (in the high performance) the high costs associated with training new personnel frequently and an impact on team performance. So, though the financial implications have been well documented, a question remains as to how much higher turnover actually impacts the organizations overall performance. This is an area where not much has been done, which is why we were delighted to come across a recent study, conducted by Kiwook KWOn (Konkik university school of Business- Seoul), and Deborah Rupp (Department of psychological sciences, Purdue) who decided it was important to try and address the question.

This joint study was published in the journal of organizational behavior, and explores whether there is a correlation between turnover of high performing employees and company performance. The researchers investigated how the standard of employees leaving (High VS, low performing) and the context in which they leave influences the effect on the organizations performance. This repost aimed to prove empirically that turnover of thigh performance employees has a negative impact on organizational performance. Although that would seem the logical area to explore, the researchers note that it's complex issue and also deve in to the possible moderating effects of the firm's reputation and human capital investment. The main results of this study are,

4. The level of high performer turnover significantly predicts firms performance, while the turnover of the remaining members of the work force does not;

5. Firms which invested less in human capital faced a larger negative impact of high performance turnover than those that invest more. This effect may be medicated somewhat

due to the ability of companies with higher human capital investment to find high quality replacements in their open labor pool.

6. Due to the fact that a strong reputation allows a firm to a mass an especially high performing work force, replacing last talent is challenging. This means that the loss of high performances is expected to impact performance more significantly at these firms in comparison to lower reputation firms partly because performance is expected to be greatest.

7. The main practical implication of this study is that high performer turnovers significantly reduces firms profitability and suggests that firms need to pay special attention to high performer turnovers to maintain and increase firm performance. Due to this, firms should consider the implementation of strategies which specifically focus on attracting and retaining high performing employees (Leading and managing in a virtual world, 2013)

2.8 Human Resource and Public Service Delivery

In response to the pressure of globalization, increasingly competitive markets, and volatile market dynamics, many organizations are actively seeking ways to add value to their services and improve their service quality. Organizations are usually keen on making operational efficiency a priority. Operations management (OM) has emphasized the optimization of operational processes as a means to profitably deliver value to customers and to meet or even exceed customer expectations. Substantial research has been devoted to such topics as designing, managing, and optimizing service delivery systems, with a view to raising service quality and operational efficiency (. Frei, 1999, Soteriou and Zenios 1999, Hill 1999, Saccania , 2007) Many firms enthusiastically applied the operation centric approach and demonstrated that it is an effective means for improving organizational efficiency. Nevertheless, the impact of human resources on operational systems has often been overlooked (Boudreau, 2003). The importance of employee attitudes, such as job satisfaction, employee loyalty, and organizational commitment, and their impacts on operational performance have largely been neglected in the extant OM literature (Boudreau 2004).

On the other hand, issues related to human resource have been widely investigated in the disciplines of organizational behavior (OB) and psychology for many decades. The pervasive

interest in human resources among OB researchers and practitioners is grounded on the premise that employee attributes are crucial to organizational effectiveness (vroom 1964, Schwab and Cummings 1970), which ultimately influences a firm's profitability. A vast amount of research has been conducted to examine employee attributes and to what extent employee attributes influence employee morale, commitment, and job performance (Beckes,. 1996).

Yet OM and human resource seem to have a long history of separateness (Boudreau,2003). Although human resource and operations are intimately tied to each other in virtually all business scenarios, the impact of employee attributes on operations systems has remained largely unexplored. The studies of the impact of employee attributes on operations are particularly essential in the service industry where activities of service employees connect organizations to their customers, and operations managers rely heavily on service employees personal interactions to impress customers (chase 1981, Heskett eaa. 1994, Oliva and sterman 2001)

2.9 Role of Leadership in Minimizing Employee's Turnover service Delivery

2.9.1 Servant Leadership

Servant Leadership was first proposed in 1977 by green leaf. He believes that to be a leader, one should become a servant first and for most is the service consciousness. His point of view opens a new page in the history of leadership theory and wins move agreements than transformation leadership and transactional leadership, which have been prevalent in the 20th century, 1970s. Authentic leadership and spiritual leadership lately proposed in the 21st century, and once considered to be leading a new trend in a time of change. Presentations of a servant leadership include orienting to service, global vision and paying attention to spiritual and moral.

So a true leader's job is to get the organization humming, to get it operating at high efficiency in order to meet both its short term and long term goals. A leader must also understand that the buck stops with them, and excuses, blame games or failure are not options, they are totally unacceptable. A leader must be a visionary and get the team on board to become one with that vision, motivating everyone to put in and foster than inertia. To a achieve this; a leader must understand carefully watch the details every step of the way. Strong leader must know whom they can trust, seeks reliable information and make decisions, often without hesitation that will have an overall effect on the direction, speed and all other future decisions (winslow, 2005)

2.10 Empirical Literature

Empirical literature is a literatures, or previous studies that relate or argue positively with hypothesis and variables the current studies. In the current globalized world, countries have a significant difference due to their level of development, economical, political and social status. But now there is an issue that makes them to talk and discuss tin three organization in order to minimize the higher employee's turnover, because, it is the main problem of one organization.

2.10.1 Consequences of Turnover

Negative consequences to organizations includes, cost both tangible like recruitment and selection, training and development, low productivity and intangible cost like moral impact, stimulation of further turnover, impact of work load, disruption of team, and distraction of job performances. Some other negative consequences are strategic opportunity costs, disruption of social and communication patterns (Mobley, 1982).turnover of employee disrupts teams, raises costs, reduce Productivity, and results in lost knowledge. So, it is essential for the management to realize the importance of employee job satisfaction. It was estimated in a study by Abbasi and Hollman in 2000 the American Industries incurred $11 billion annually as a result of voluntary and involuntary turnover. This cost was due to termination, advertising, recruitment, costs, such as declining moral, and the interruption of social and communication patterns as noticed by Mobely, (1982).

2.10.2 Human Resource Practices and Voluntary Turnover

In the case of voluntary turnover, many researchers hold the position that employee leave their jobs when their needs are not being satisfied by their present job and an alternative job becomes available. Huselid's (1995). Extensive survey of the literature found that perception of HR practices such as job security and compensation level are important determinants of employee turnovers. Similarly, the negative relationship between working conditions and voluntary turnover has received attention from many researchers (MoWday, Porter, and steers, 1982; Gupta and Jenkins, 1992) indicating the propensity of employees quitting their jobs when working conditions are not conductive. The study conducted by on Malaysia found that 90% and

68% of workers in the private and public estates, respectively, indicated that what they hated most is poor working conditions in their estates. This is confirmed by the estate managers.

Research also indicates that HR practices such as pay, benefits and training are negatively related to turnover because they motivate employees and "lock" them to their jobs. (Lazear 1986; Madrian, 1994: Gruber and Madrian, 1994). Training can define roles more clearly to employees, thereby reducing job stress. Organizations with substantial training opportunities should thus have lower involuntary turnover rates. The foregoing shows that HR practices seem to be negatively associated with voluntary turnover, which forms the basis for the first hypothesis (Jantan, 2005)

2.10.3 Method to Reducing Employees Turnovers

Reducing employee turnover is not rocket science, however, many companies struggle with very high turnover year after year. The common denominator of high turnover in organizations is poor leadership. Therefore, an organization that stresses leadership development has an inherent advantage that can mean the difference between survival and extinction.

1.Develop people: organizations that focus on employee development enjoy higher employee satisfaction, which leads to lower turnover. If each employee has a concrete development plan that is reviewed at least annually and contains a variety of growth opportunities, the employee will have little reason to look for greener pastures elsewhere.

2. Recognize Good Performance: Reinforcing people for will best work; let them know they are appreciated. Tangible and intangible rewards are a great way to show management appreciation for workers who excel. This improves morale if done well. Make sure employees receive sincere appreciation by management on continuing basis.

3. Build Trust: BY extending trust to employees, leaders demonstrate their willingness to support them. This pays off in terms of higher trust on the past of employees toward the organization. There is a whole science on how to build trust. By creating a realistic environment, more trust in an organization will lead to lower turnover.

4. Reduce Boredom: Employees, who are underutilized, tend to get bored and restless. If there is a vacuum of activity, people often get in to mischief. It is important for manage to

craft job duties and responsibilities such that people are actively engaged in the work every day.

5. Communicate more: In nearly every corporate survey on employee satisfaction, the issue of communication surfaces as cither the number one or number two complaint. Communication needs to be ubiquitous and consistent. It is not enough to have a monthly corporate newsletter or an occasional town hall meeting. Communication needs to take many different forms and be a constant priority for all levels of management.

6. Cross Train: Employees, who have been trained on several different jobs recognize they are of higher value to the organization and tend to be less inclined to leave. Along with the pleasure of having more variety of work, employees appreciate the ability to take on additional skills. Having good bench strength allows the organization to function well, even during times of high vacation or illness.

7. Don't overtax: During lean economic times, companies have a need to stretch resources as much as possible. Many organizations exceed the elastic limit of what employees can be expected to maintain long term. This leads to burnout and people learning for health reasons or just plain quitting in disgust over the abuse. It is important for management to assess carefully how far resources can be stretched, because going beyond the elastic limit guarantees a high level of employee turnover. I believe this rule is habitually violated in many organizations, and they pay for it big time. Stretching people too far is a false economy. If your organization is guilty of this, print out this article and puts it on the bulletin board.

8. Keep it light: When managers apply constant pressure to squeeze out the last drop of productivity they often go over the line and it becomes counterproductive. If leaders grind people down to a stump with constant pressure for perfection and ever higher productivity the quality of work life suffers. Employees can tolerate a certain amount of this for some time, but eventually they will break down. It is smart to set very high goals, but very important to have employees believe the stretch goals are attainable. One good way to provide this assurance is to have the employees themselves participate in setting the goals.

The best companies find ways to work in a little fun somewhere, even (and especially) in high pressure situations.

9. Feedback performance: there needs to be a constant from of information on how all employees are doing in each area of the organization. People who are kept in the dark about their performance become disillusioned and cranky. The simple kindness of letting people know how they are doing on a daily or weekly basis pays off in terms of lower turnover.

10. Train Leaders: All level of management and supervision need to be highly proficient at creating an environment where the culture is upbeat, positive, and has high trust. This does not happen by accident, or simply by desire. It takes work and lots of emphasis by senior leadership to make sure that there are no weak links in the management chain. In most organizations, there is a dud of a manages somewhere between the well intentioned and talented top brass and the workers bees. The result is that great objectives, ideals, and processes are morphed into oblivion by the time they reach the shop floor. The antidote is to improve leadership effectiveness at all levels and remove any dud who is incapable of changing.

These are 10 ways in which leaders can lower than of turnover in any organization. The magic here is not any new discovery, but the consistent application of these principles will make a huge difference in any organization.

The good news is that the items mentioned above are not very expensive. They are all common sense too bad they are often not common practice (Whipple, 1992).

CHAPTER THREE

3. Research Methodology

3.1. Introduction

This chapter of the paper presents the research methodology, methods and the tools that employ to collect the data. And the methods of data analysis and presentation and ethical considerations will be presented.

3.2. Description of the Study Area

The study area of sayint woreda is one of the 24 rural woredas of south wollo zone in Amhara Regional State of Ethiopia. It is found 189km away from dissie.The study area has both climate conditions. The major portion of the study area is 22.8 % weinhdega, 34.64% kola, 38.7% dega, 4.1% wurech. The study area is bordered on the south by the south gonder zone at semada woreda,on the west by the mehale sayint woreda, on the north by the legambo and mehalesayint woreda and on the east by mekedela and tenta woredas. There are different governmental and nongovernmental institutions in this woreda. The total population of the study area 162, 287 (CSA, 2008).

Demographics

Based on the 2007 census conducted by the CSA, this woreda has a total population of 162,287 of whom 80,595are men and 81,692 women.. The majority of the inhabitants Ethiopia Orthodox Christianity, with 99% of the population reporting that belief, 18.44% practiced traditional beliefs, and 1% was Muslim. In the 2007 national census report.

3.3.Research Approach

Mixed research approaches (qualitative and quantitative) will be employed in the study. This will be done with a view to create a better understanding of the research problem. In other words, whereas qualitative method will be conductive to study the selected issues in depth and to assess attitudes, behaviors, and opinions of the respondents, quantitative method helps the researcher to

study the selected issue in breath. Therefore, studying the issue in depth and breadth will provide a quality finding

3.4. Research Method

This study adopts descriptive and explanatory research methods to identify factors affecting employee turnover that influence the service delivery and organizational performance. The rationale behind choosing this design is to explain and describe the existing situation with regards to respondents view about employee turnover.

Thus, this study has assessed the main factors are, the causes and the impact of turnover on the performance of in the selected public sectors and the mechanisms that sectors have taken to motivate their employees in order to improve the employees' satisfaction.

3. 5. The Population of the Study

The population of the study covers those employees who live and work sayint woreda and as ex-employees live in other place. These bodies include Sayint woreda vice administrator agricultural pectoral, civil service, health sector, tax and revenue and education sector, HR work process owners and leaders in Keble level, and ex employees.

3.5.1. Sampling Frame

The sampling frame of this study includes the members of the Woreda cabinets, public servants in the selected public sectors, the Keble leaders, HR process owners that are found in the Woreda and Keble level.

3.6. Sampling Technique and Sampling Size Determination

The sampling frame contains 6 Woreda administrative council members, 128 woreda civil servants, 92 ex employees, 5 HR process owner and 20 kebele, leaders of the woreda.

There are a total of 128 employees in the five sector selected due to the existence of high employees turnover in these sectors. The researcher employed simple random sampling technique to select employees in each sector and uses a formula set by cachran. The techniques

are used and conducted as follows by considering the level of acceptable margins of error at 7%. Therefore, the sample size will be calculated as follows:

In N>10,000 then, sample size n= $\frac{2^2pq}{d^2}$

If N<10,000 then, sample fn= $\frac{n}{1+\frac{n}{n}}$

Where, N=population size, n=desired sample size, z= confidence level (93%=1.81), p=estimated characteristics of study population (0.5),q=1-P, d=level of statistical significance set /margin of error (0.07).

To get n,n = $\frac{2^2pq}{p^2}$, where, z=1.81, p=0.5, q=1-0.5, d=0.07

N= $((1.81)2x(0.5)x(0.5))/((0.07x0.07) = 167$

However, since the total population of the study is, which is below 10,000, the sample size using 93% level of confidence will be:

FN= $\frac{n}{1.\frac{n}{N}}$, therefore, N=255 and n=167

Table 3.1 Summary of Research Design

No	Sampling frame	Total Population	Sample Population	Sampling Technique	Data Collection tool
1	Members of woreda administrative council	33	6	Purposive	Interview
2	Woreda civil servants	556	128	Simple random	Questionnaire
3	Human resource process owners	5	5	Census	FGD
4	Kebele leaders	21	20	Purposive	FGD
5	Ex-employees (2002-2006) E.C	205	92	Convenience method	Questionnaire
	Total	520	230		

Source: own survey (2016)

3.7. Source of Data

In this research, both primary and secondary data sources will be use, the study utilized first hand information to assess perception of the respondent for the research question and published and unpublished working manuals, procedures, and performance report from secondary sources.

3.7.1. Primary Source

Primary data sources include information obtained from respondents by dispatching multi-response questionnaires, and conducting interviews and focus group discussion (FDR).

3.7.2. Secondary Source

Secondary data sources include manual of human resource, performance report of woreda offices, annual sectoral reports of Sayint woreda, researches done by various sources, internet and different statistical reports.

3.8. Data Collection Techniques and Instruments

Data will be collected through instruments such as questionnaires, key informant interviews, and focus group discussion. Semi structured questionnaires will be design and disseminated to the sampled respondents. These multi-response questionnaires will be first constructed in English and then translated into Amharic with similar meanings for betters understanding. The interview will be conducted with key informants. Semi structure questionnaires have been designed and administered. These key respondents will employees, human resource process owners and woreda cabinets and ex-employees.

3.9. Data Analysis /Treatment of Data

The collected data will analyze using both the quantitative and qualitative e analysis technique. The qualitative analysis employed with the help of open, axial, and selective coding of ideas, opinions and suggestion of the sample population. While the quantitative techniques used with the help of frequency and percentage to present, analyze and interpret figurative data. The quantitatively analyzed data will displayed by using tables and also the research used SPSS version 20.00 and MS excel to analyze the collected data.

3.10.Operational Definition of Variables

In this study, there are three independent variables and one dependent variable and they are explained as follows:

3.10.1. Dependent Variable

The dependent variable of this study is public service delivery; efficiency of public service delivery in this study can be expressed through service delivery from woreda to kebele level.

3.10.2. Independent Variables

Two independent variables were indentified to influence the dependent variable. The independent variable includes leadership role in addressing; employees' turn over and employees' turnover. These variables in the study have the following definitions.

Role of Leadership: These roles are responsibilities that the leaders should do whatever he can to keep away employees from high employees turnover such as motivating employees, creating good working environments, creating belongingness and the like.

Employees' turnover: Employees leave there organization and the present of high employees' turnover affect public service delivery.

3.11. Ethical Consideration

In this study, the researcher will be considered the rights of respondents and organizations as well as the ethical principles that have to be followed in conducting research. Generally the researcher gives a great attention and respects to the dignity of respondents and organization without any preconditions. Hence, the study carried out in line with research ethics that mainly include providing adequate information and explanation to all participants about the research, its objectives, methodologies, actively and potential benefit to various bodies; ensure their right and promised to all participants in order to kept their anonymity and confidentially of the personal information they give will during the interview and the information they give will be insured by using a code system to refer to the data of specific participants, and not personal names and finally the researches expected to aware that participants had the right to be informed of the research findings.

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Personal Information	Name:	Elias Berhanu
	Sex:	Male
	Age:	48
	Place of Birth:	Arsi, Ethiopia
	Nationality:	Ethiopian
	Marital Status:	Married; 2 children
	Physical & Health Condition:	Able & Healthy

Summary of Qualification and Expertise:

Qualification: PhD degree in Development Studies; MA degree in Regional and Local Development Studies; MA degree in Educational Administration; BA degree in Management and Public Administration

Expertise: My qualifications are coupled with professional experiences and expertise of more than 20 years in different areas, including:

(1) Current engagement in *Curriculum Review and Development* for MA degree in *Development Management*, Hawassa University. I am a member of the curriculum review team consisting of senior academic staff from Hawassa University and abroad.
(2) Research engagements in the areas of LED, value chains, MSE development and entrepreneurship, inter-firm relations, value-chain governance and market linkages;
(3) Teaching in higher educational institutions, academic administration and leadership, administrative management, HR development and planning, training, curriculum development, training materials development, training needs assessment;
(4) Developing and supervising donor-funded projects, and preparing institutional performance reports; and
(5) Non-governmental development activities in education policy research, advocacy, community mobilization, networking and partnership, program design, and monitoring and evaluation.

I also strongly believe to have the ability to work under demanding and diverse working environment with an excellent interpersonal, leadership and communication skills. I have strong disposition to appreciate team-work and demonstrate sense of responsibility and commitment.

Summary of instructional experiences in Higher Education

Postgraduate Programs	Undergraduate Programs
▪ Policy and Institutional Reform ▪ Public Private Partnership (PPP) ▪ Sustainable Development Management ▪ Research Methods in Public Management ▪ Local Government & Administration ▪ Urban (Municipal) Governance and Administration ▪ Decentralization and Local Government *(IGNOU[1])* ▪ Public Policy *(IGNOU)* ▪ Disaster Management *(IGNOU)*	▪ Public Administration ▪ Public Policy Making and Analysis ▪ Principles of Government ▪ Marketing ▪ Business ▪ Management ▪ Organization and Management ▪ Human Resources Management (HRM) ▪ Research Methods ▪ Organizational Behavior ▪ Applied Administrative Management ▪ Administrative Communication ▪ Customer Service Delivery

Education:

PhD Degree in Development Studies, University of South Africa (UNISA), October 20, 2014
Research area: Local Economic Development (LED), MSE Development, Value Chains
Research title: The Role of Micro and Small Enterprises (MSE) in Local Economic Development (LED): a Value Chain Perspective.

MA Degree in Regional & Local Development Studies (RLDS), August 2001, Addis Ababa University (AAU)
Research Area: Food Security
Research Title: Constraints and Coping Strategies for Attaining Household Food Security, *the case of a densely populated settlement in Southern Ethiopia* (Arba Minch)

MA Degree in Educational Administration (EDAD), July 1995, Addis Ababa University (AAU)
Research Area: Organizational Reward Systems
Research Title: Organizational Reward Systems in the Higher Educational Institutions of Ethiopia

BA Degree in Management & Public Administration (MTPA), July 1986, Addis Ababa University (AAU)

[1] *IGNUO: Indra Ghandi National Open University*

Professional Experiences

Assistant Professor: Since October 20, 2014, Addis Ababa University, Department of Public Administration and Development Management (PADM)

Lecturer: February 2009 – October 20, Lecturer, **Addis Ababa University**, Department of Public Administration and Development Management (PADM)

Department Head (and Lecturer): January 2008 – February 2009, Addis Ababa University, Department of Public Administration and Development Management (PADM)

Summary of major duties:

Direct the teaching and research activities of the department; promote the enhancement of the quality and relevance of teaching and research in the department; initiate proposals for deliberations by the department academic council; follow up and implement the decisions and recommendations of the academic council; seek to provide opportunities for educational and professional development of the staff and students of the department; follow-up the processing of appointments, promotions, salary increments, and the benefits due to the staff of the department in accordance with the rules and regulations of the University; plan and prepare programs and budgets for the activities of the department and closely supervise the implementation of approved plans, programs and budgets; create conducive atmosphere for the expansion of academic and research efforts in the department; prepare up-to-date reports on the teaching, research and consultancy services provided by the department; assign students' advisors, senior essays supervisors and examiners; supervise the proper use of physical and human resources within the department; ensure that academic staff of the department submit periodic report on their teaching and research activities; keep records of activities of all the staff of the department to serve as inputs for evaluations; conduct performance evaluation of each staff at the end of each academic year.

Lecturer: April 2006 – January 2008, **Addis Ababa University**, Department of Public Administration and Development Management (PADM)

Education Policy/Program Officer: May 18, 2005 – April 2006, **Action Aid Ethiopia (AAE)**, Policy Research and Advocacy Department (PRAD)

Summary of major duties:

Lead AAE's education policy research, analysis and advocacy initiatives; design and implement key education programs aimed at ensuring education rights; ensure effective monitoring and evaluation of nationally funded education programs; appraise Country level education policy related programs and projects; identify and initiate partnerships, networks and alliances that promote education at country level; ensure linkages between AAE's field and regional level experiences in education with national and international education policy research and advocacy initiatives; organize and lead national level campaigns on education and participate in the global level education rights campaigns; initiate and conduct different capacity building programs; prepare and compile national level three-year & annual education program/policy plan and budget; ensure effective

mainstreaming of gender, girls rights and HIV/AIDS issues in AAE's education policy advocacy initiatives

Lecturer: Sept. 1999 – May 2005, Ethiopian Civil Service College (ECSC), Faculty of Business and Economics

Plan & Programs Officer (and Lecturer): Aug. 1997 – 1999, Ethiopian Civil Service College (ECSC)

Summary of major duties:

Coordinate and prepare plans and annual budgets; monitor and evaluate implementation of plans and budgets; gather and hold data relevant to the overall activities of the organization and create management information system; develop human resource development plans; assist in curriculum development, research and training needs assessment; plan ways and means of securing funds, materials, and manpower assistance; develop projects for funding agencies; coordinate and prepare institutional performance reports; assist the chief executive officer (the president) in matters related to programs as well as various administrative activities of the College; assist the president in various administrative activities.

Academic Programs Officer (and Lecturer): Aug. 1996 – Aug. 1997, Ethiopian Civil Service College (ECSC)

Summary of major duties:

Coordinate overall academic programs of the College; facilitate and coordinate semester academic programs and examination sessions; monitor and evaluate semester staff-loads; assist in curriculum development and evaluation; organize workshops and seminars relevant to academic programs; arrange programs for practical courses; assist the Academic Vice President in various academic administration activities.

Lecturer: Oct. 1995 – Aug. 1996, Arbaminch Water Technology Institute (AWTI)

Instructional experiences in: Management, Small-Scale Project Management (Short-term program)

Public Relations Officer: Nov. 1990 – Sep. 1991, Arbaminch Water Technology Institute (AWTI)

Summary of major duties:

Assist the chief executive office (the Dean) in matters related to public relations; prepare and disseminate information related to the institute; assist in receiving official guests; provide guidance for visitors; assist in producing newsletters and bulletins; inform, and arrange media coverage for significant events in the institute; assist in the translation of rules and regulations for the consumption of expatriate staff.

HR Officer: Oct. 1986 – Nov. 1990, Arbaminch Water Technology Institute (AWTI)

Summary of major duties:

Assist in academic staff recruitment, selection, placement, and compensation processes; process local and expatriate staff employment contracts; facilitate entrance and resident permits for international personnel; coordinate and report on staff performance evaluation processes; facilitate staff promotion and training programs; assist in the documentation of personnel records; assist the Human Resources Manager in matters related to personnel activities.

Special trainings:

- One-month long training in "Service Delivery", with a team of professionals from different government agencies. The program was sponsored by the United Nations Development Program (UNDP), Sunningdale, England (UK), 1997.
- "Strategic Planning & Management", organized by the Civil Service Reform Program, Top Management Systems Sub-Program, Ethiopian Management Institute, Addis Ababa, June 23 - 29, 2003.
- "Environmental Management and Local Development in the Horn and East Africa", First International Policy Research Workshop in Regional and Local Development Studies, April 14 -15, 2000.
- "Strategic Management", organized by the Federal Civil Service Commission, Nazareth, March 22 – 27, 1999.
- "Project Cycle Management", GTZ-PAS, Addis Ababa, 22 – 26 April 1996.
- "International Workshop on Distance Learning, Communication and Informatics", organized by ICIPE, PPI, and ECSC, Addis Ababa, January 4 – 10, 1999.
- "Higher Education Management Workshop", organized by the University of Huddrsfeild (UK) and the British Council, Addis Ababa, July 28 – August 1, 1997.
- "Education Methodology Workshop", organized by the University of Huddersfield (UK) and the British Council, Addis Ababa, July 21 – 25, 1997.
- "Management and Supervision of Graduate Thesis Research in Eastern and Southern African Universities", Addis Ababa, 9 – 12 November 1992.

Research Papers:

The Role of Micro and Small Enterprises (MSE) in Local Economic Development (LED), With a Focus on Wood-Work MSE Value Chain (October 2013)

The Role of Micro and Small Enterprises (MSE) in Local Economic Development (LED): *the Case of Awassa, Capital of SNNPR* (March 2003).

Constraints and Coping Strategies for Attaining Household Food Security: *the case of a densely populated settlement in the suburb of the town of Arba Minch, Southern Ethiopia* (July 2001).

A Study of Organizational Reward Systems in the Higher Educational Institutions of Ethiopia (June 1986).

Experience in course materials development and review

Course Material	Sponsor
▪ Research Methods in Public management (*Masters Program*)	Addis Ababa University
▪ Sustainable Development Management (*Masters program*)	Addis Ababa University
▪ Organizational Behavior (*Degree Program*)	Alpha University College
▪ Introduction to Organizational Behavior (*TVET Program*)	Alpha University College
▪ Management of Public Enterprises	”
▪ Introduction to Marketing	Ethiopian Civil Service University (ECSU)
▪ Introduction to Business	”
▪ Administrative Management	Alpha University College
▪ Administrative Communication	Ethiopian Civil Service University (ECSU)
▪ Introduction to Public Administration (*prepared with a team of five persons)*	”
▪ Principles of Marketing (*prepared with a co-writer)*	”
▪ Introduction to Management (*prepared with co-writers*)	Alpha University College
▪ Course Catalogue for Development Administration	
▪ Different short-term training materials	

Skills: Computer (Microsoft Word Processing, Excel)

Driving (2nd grade driving license)