ST. MARY UNIVERSITY

SCHOOL OF GRADUATE STUDIES

THE IMPACT OF EMPLOYEE TURNOVER ON PROJECT SUCCESS

IN COMMERCIAL BANK OF ETHIOPIA CASE STUDY ON

GRPHICAL INTELLIGENCE ELECTRONIC OPERATIONAL MANAGEMENT

BY

LOZAMARYAM MULUGETA ASSEFA

FEBRUARY 2017

Addis Ababa, ETHIOPIA

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List of Tables

ENDORSEMENT

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

Tesfaye Debela(PhD)-----   ---------------------

Advisor   signature

St.Mary's University,Addis Ababa   January 2017

DECLARATION

I, the undersigned, declare that this research paper is my original work and that all sources of the materials in the research paper have been duly acknowledged. The matter embodied in this project work has not been submitted earlier for award of any degree or diploma to the best of my knowledge and belief.

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ABSTRACT

The purpose of this study was to determine the factors that influence employee turnover in the (Graphical Intelligence Electronic Operational Management System) project, with an aim of coming up with recommendations aimed at curbing or significantly reducing it and enhancing staff retention at (Graphical Intelligence Electronic Operational Management System) project. This study adopted aresearch explanatory method. The target populations for the study were the employees of (Graphical Intelligence Electronic Operational Management System) project. This included both the employees on permanent and temporary contracts of project which is 49 employees. The study used a senses non probability sampling technique. Therefore, the sample size for this study was 49 and since the sample was drawn from the staff, the populations were regarded heterogeneous. The study collected both primary and secondary data. The researcher selects all sample is the target population. Tables and other forms of presentations were appropriately used to present the data that were collected for ease of understanding and analysis. From the findings the study established that better remuneration package discouraged employees' turnover in Graphical Intelligence Electronic Operational Management System).The study revealed that reward and recognition discouraged employee turnover in Graphical Intelligence Electronic Operational Management System) project. It also found out that failure of management to provide opportunities for career progression encouraged employees' turnover in Graphical Intelligence Electronic Operational Management System).Employment security, workplace organization and the working environment were the most important factors that employees do consider. The study found that poor working conditions encourages employee turnover in Graphical Intelligence Electronic Operational Management System).

Keyword:(GIEOM)*Graphical Intelligence Electronic Operational Management System*

CHAPTER ONE

1.1 INTRODUCTION

This chapter contains the background of the study, statement of the problem, study objectives, specific objectives, and research questions, significance of the study, scope of the study, limitation of the study and conclusion.

1.2 Background of the study

According to jha(2014) employee turnover has always been a matter of concern for all type of Organization .Huge number of employees turnover may be detrimental to both the organization as well as the project .Jha (2014) says that turnover has an impact over the project cost.

With the result of globalization within the world it's has been touted that each organization can need to manage their employee turnover methodically.

Oxford Dictionaries Online define employee turnover as "the rate at which employees leave a workforce and are replaced" (Oxford University Press, 2012). The issue of employee turnover has been actively discussed in academia since 1950s (Bowden, 1952). During the last decades there were endeavors to understand reasons for the turnover and consequences of it (Laser, 1980; Parker and Skitmore, 2005; O'Connell and Kung, 2007; 2007; Massingham, 2008).

A numbers of trends (globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. In human resources contextturnover can be viewed as the rate at which an employer gains and misplaces employees or how long employees tend to stay in a particular organization. Turnover is measured for individual companies and for their industry as whole (Turner, 2010).

A part of managing people, which is being studied among others, is employee turnover. Attention to this part has increased due to knowledge losses related to it,this understanding has let organizations to start paying more attention to managing both people and processes rather than managing processes only. A part of managing people, which is being studied among others, is employee turnover.

With constantly increasing knowledge-intensity of the ways on how businesses are run, knowledge has increased in its significance in perception as a valuable resource by both researchers and practitioners (Zack, 1999; Massingham, 2008). Due to this, organizations are inclined to realize the importance of people who possess the essential company knowledge (Lindner and Wald, 2011).

Stephen Laser (1980) argued that staff turnover is expensive for organizations and has a negative impact on their operations. It is argued that not only financial aspect of turnover is a problem, but knowledge and time loss are also crucial (Laser, 1980; 2007; Massingham, 2008). With an increase of project-based ways of running businesses, the issue of staff turnover acquired a new meaning. As Lindner and Wald (2011) observe, projects gained importance not only within such project-based, but also for many other businesses "where projects are employed to generate innovative products and services and to bring about organizational change" (Lindner and Wald, 2011,).

The project industry faces major challenge with the higher turnover rate, which might cause severe result within the overall work progress and also the price. To fulfill the essential requirements of giving a secure atmosphere, sensible pay associated in economic method is extremely troublesome and cumbersome to a corporation.

In the intensive project environment, where time, budget and scope are predefined consequences of personnel changes are even more noticeable than in permanent organizations. Consequently understanding the reasons for employee turnover, succeeding in turnover management and effective knowledge management are seen by project-based companies as essential factors for success.

Significant amount of research has been undertaken in both of the above mentioned directions of the research, namely understanding the reasons for the staff turnover and exploring its effects, be it effects on permanent organizations or projects. Some models have been developed which could help to reduce employee turnover or its impacts on a company. However, there is a lack of studies which seek to keep the two directions together. Therefore, this study aims to combine the results of the previous research in both areas and develop a framework to address the issue of turnover within projects with a view on its whole context, not just or not restricted to selected aspects of it.

1.3 Back ground

After the Ethiopian-English victory over Fascist Italy, the new government established the State Bank of Ethiopia a proclamation issued in August 1942. State Bank of Ethiopia commenced full operations on 15 April 1943 with two branches and 43 staff. It served both as the Ethiopia's central bank with the power to issue bank notes and coins as the agent of the Ministry of Finance, and as the principal commercial bank in the country. In 1945 the Ethiopian government granted the bank the sole right of issuing currency. The first governor of the bank was an American, George Blowers. He inaugurated the new national currency,

whichowed its successful introduction to the United States. The United States provided the silver for 50 cent coins, whose intrinsic value ensured popular acceptance of the new paper money to a population used to the circulation of the silver Maria Theresa Thaler.

In 1958, the State Bank of Ethiopia established a branch in Khartoum, Sudan, that the Sudanese government nationalized in 1970.over time grew to number 21 branches.

In the 1950s, CBE established a branch in Djibouti. In 1920 the Bank of Abyssinia opened a transit office in Djibouti. At some point after its creation, the State Bank of Ethiopia reopened the transit office, which in time became a branch.

In 1963, the Ethiopian government split the State Bank of Ethiopia into two banks, the National Bank of Ethiopia (the central bank), and the Commercial Bank of Ethiopia (CBE). Seven years later, the Sudanese government nationalized the Commercial Bank of Ethiopia's branch in Khartoum.

The Ethiopian government merged Addis Bank into the Commercial Bank of Ethiopia in 1980 to make CBE the sole commercial bank in the country. The government had created Addis Bank from the merger of the newly nationalized Addis Ababa Bank, and the Ethiopian operations of the Banco di Roma and Banco di Napoli. Addis Ababa Bank was an affiliate that National and Grindlays Bank had established in 1963 and of which it owned 40%. At the time of nationalization, Addis Ababa Bank had 26 branches. The merger of Addis Ababa Bank with CBE made CBE the sole commercial bank in Ethiopia, with 128branches and 3,633 employees.

In 1991, when Eritrea achieved its independence, CBE lost its branches in Eritrea to nationalization. These branches formed the base for what became in 1994 the Commercial Bank of Eritrea. Also in 1994, the Ethiopian government reorganized and reestablished CBE.

In 2004, CBE closed its branch in Djibouti due to problems with loan losses.In January 2009, CBE received regulatory approval to open a branch in Juba, Southern Sudan.CBE expanded its presence in South Sudan to five branches in Juba and Malakal, but ongoing conflict in the country has forced CBE to close all but two branches in Juba.

A few years ago, the government restructured CBE and signed a contract with Royal Bank of Scotland for management consultancy services. After the death of its former President, Mr. Gezahegn Yilma, the Board of Management appointed Mr Abie Sano as a new President of the

Bank. Parliament recently increased the Bank's capital to 4 billion Ethiopian Birr.

The Commercial Bank of Ethiopia (CBE) is the largest commercial bank in Ethiopia As of June 2015, it had about 303.6 billion Birr in assets and held approximately 67% of deposits and about 53% of all bank loans in the country. The bank has around 22,908 employees, who staff its headquarters and its over 1000+ branches positioned in the main cities and regional towns. The latter include 120 branches in the national capital Addis Ababa. With the opening of a branch in the Gechi in the Illubabor Zone of the Oromia Region, CBE's banking network has reached online 783 branches. The bank has reached 1014 branches as of February 12, 2016.

The bank also operates two branches in South Sudan, and is contemplating opening re-opening a branch in Djibouti, and opening branches in Dubai and Washington, DC, all to serve the Ethiopian Diaspora.

The bank is pioneer to introduce modern banking to Ethiopia and credited for playing a catalytic role in the economic progress and development of the country. It is also the first bank in Ethiopia to introduce ATM service for local users (cbe.portal)

The ongoing projects financed by the commercial bank of Ethiopia is

MoH - Addis Ababa Children's Speciality Hospital - Ethiopia - Construction Project Profile

Private - Ethio-Diaspora Grand Mall - Ethiopia - Construction Project Profile

DCP - Mugher Cement Manufacturing Plant - Ethiopia - Construction Project Profile

MG - Benishangul-Gumuz Gold Processing Plant - Ethiopia - Construction Project Profile

JSG - Adama Industrial Park Textile Plant - Ethiopia - Construction Project Profile

MYSC - Gambela Stadium Development - Ethiopia - Construction Project Profile

HPNR - Harar Soccer Stadium - Ethiopia - Construction Project Profile

MoWE - Karadobi Hydropower Plant 1600 MW - Ethiopia - Construction Project Profile

1.4 Problem statement

There was high staff turnover in graphical intelligence electronic operational management (GIEOM) cbe.portal)

The efficiency and success of a project depends mainly on its capacity to keep itsemployees (Rampur, 2009). High staff turnover may result not being able to meet its objective, delay of time, increase project cost, loss of customers andit can also spoil the good reputation of an organization.

High employee turnover if not addressed can impact organizations negatively throughloss of highly skills staff, loss of knowledge and experience, established customerrelations and may even result in the project not succeed in its parameter Pillay, (2009).

Thepurpose of this study was to determine the impact of employee turnover on the project success in the commercial bank of Ethiopia with an aim of coming up aimed at significantly reducing it and succeeded the project, it is on this account that the study sought to investigate factors influencing employees' turnover in commercial banksproject.

1.5Research question

In line with the research problem the study sought to answer the following research questions?

> 1. Why do team member leave a project prior to its completion?

> 2. How does the motivational reward affect employee turnover?

> 3 .How can working condition affect employee turnover?

> 4 .How can the remuneration and carrier opportunity affect employee turnover?

1.6 Objectives of the study

1.6.1General objective

The general objective of this study was to investigate possible means to facilitate reduction of adverse employee turnover and its negative impact on project success at Graphical Intelligence Electronic Operational Management System of commercial bank of Ethiopia.

1.6.2 Specific objective

The study was guided by the following research objective

1 To explore the extent to which general work environment influences employee turnover in the project.

2 To assess the influence project parameter on the project success.

3. To investigate the influence of remuneration on employee turnover of the project.

4. To examine the influence of motivational rewards on employee turnover in the project.

1.7 Scope of the study

The study aimed at determining the factors affecting employee's turnover in the Graphical Intelligence Electronic Operational Management System (GIEOMS) and limited to under the project and human resource division of the commercial bank of Ethiopia .Itwas investigatedon the issue of employee turnover with in projects of the banks thus, researchwas not reflect the turnover within the company in general. The project management perspectiveis not completely isolate from the line management view as they are closely interconnected in a matrix organization.

In addition the scope of the project was limited to

- Employee of theproject, team member, project manager and other stakeholder of those who are related with the project in Addis Ababa region of commercial bank of Ethiopia

1.8 Significant of the study

The findings of this study will benefit the management of Graphical Intelligence Electronic Operational Management System (GIEOMS).

This study explore the way to reduce the negative influence on the above mentioned project management (PM) area, thus contributing to the project management field.

The area of employee turnover benefit from the current study as it represent one of the attempt to bringing together two essential course of employee turnover and project success which is negative consequence of staff turnover .Therefore, it can be beneficial to tackle the both area of the employee turnover together.

- In addition the following benefit could give lesson to the situation of other similar banks in project in the sector
- It can contribute to the existing knowledge and practice of factor affecting employee turnover in projects
- It will serve as a baseline for subsequent research on the impact of employee turnover on the project success

1.9 Organization of the paper

The final report of study organized in to five chapters. The first chapter is Introduction which includes background of the study, statements of the research problem, objectives, significant, limitation and scope of the research Chapter two deals with the review of the related literature, chapter three reflect on research methodology: the study area, and research design, method of data collection, chapter four contain result and discussion, and finally chapter five deals with conclusion and recommendation.

1.10 Research Gaps

Turnover costs of many projects are very high and significantly affect the financial performance of the company. Direct costs include recruitment, selection, and training of new people. Much time and expense go into this process. Indirect costs include specific things as increased workloads and overtime expenses for co-workers, as well as reduced productivity associated with low employee morale. Moreover, employee turnover could also bring negatively impact morale, employee training and transfers (Gomez-Mejia, 1998). Therfore,the research gap is there is lack of study assess the impact of turnover on project success.

CHAPTER TWO

REVIEW OFRELATED LITERATURE

2.1 INTRODUCTION

The chapter provides a review of available literature in the area of employee turnover and project success. The first part of the chapter begins with a review of literature on concepts/theoretical framework, defining turnover, employee turnover, success, employee turnover in project context and project success. This is followed by the discussion on factors affecting employee turnover and factors affecting project success.

The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period.

Employee turnover is the replacement cycle each time a position is vacated either voluntarily or involuntarily (Woods, 2006)

The Concept of Employees turnover 'the rate at which an employer gains and losses its staff is called employee turnover. If an employer is said to have a high turnover, it most often means that employees of that organization have a shorter tenure than those of other organization (Woods,2006).

Employee Turnover

Employee turnover, as defined by Hom and Griffeth (2001), is 'voluntary terminations of members from organizations'. Loquercio . (2006) observed that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract

Turnover refers to retirement, resignation and redundancy. Employee turnover is considered to be one of the persisting problems in organizations (Armstrong, 2009 cited in Hana and Lucie, 2011). The turnover means that another organization may gain a new knowledge employee who can become its competitive advantage. The loss of knowledge thus is a threat for the former organization, which increases the significance of knowledge continuity (Hana and Lucie, 2011).

Employee turnover is the rotation of workers around the labor market, between firms, jobs and occupations, and between the states of employment and unemployment (Abassi& Hollman, 2000)

The term "employee turnover" is a crucial metric that's usually central to organizations workforce planning and strategy. the explanations why staff leave their current positions; not simply the actual fact that they leave have crucial implications for future retention rates among current staff, job satisfaction and employee engagement and an organization's ability to draw in proficient folks for job vacancies .

When employees leave, valuable knowledge is lost. Hiring a new employee ramped up to performance levels similar to the one you've lost takes time and money. Abassi& Hollman, 2000) notes that it is common to encounter projects that promise to improve the well being of the beneficiaries, but fail to register permanent face of the workforce due to high employee turnover. He attributes this challenge, general environment of work, uncoordinated remuneration and conspicuous absence of motivating rewards.

Therefore, before going to discuss issue related to the issue let, define the topic. Human resource management is defined as a strategic and coherent approach to the management of an organization has most valued assets the people working there who individually and collectively contribute to the achievement of its objectives (Armstrong, 2006).

John Storey (1989) cited in Armstrong, 2006), believes that Human resource management can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning.

2.2 Definitions of Different Concepts

2.2.1 Types of staff turnover

A. Functional and Dysfunctional Turnover

Functional turnover can be defined as "A turnover in which poor performers leave" while Dysfunctional turnover can be defined as "A turnover in which good performers leave" (cited in Wikipedia).

B. Avoidable and Unavoidable Turnover

A turnover that happens in avoidable circumstances is called 'Avoidable Turnover', where as "A turnover that happens in unavoidable circumstances is called 'Unavoidable

C. Voluntary and Involuntary Turnover:

Voluntary turnover can be defined as "The turnover in which employee has own choice to quit or instances 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" (cited in Wikipedia).

D. Internal and External Turnover:

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

Internal factors such as facilities in the organization and external factors (attractive factors such as salary and other benefit packages in external market) should be taken in account to reduce the turnover rate. More specifically, the following points stated as causes of turnover.

E. Skilled and Unskilled Turnover

Untrained, uneducated and unskilled positions often face high turnover rate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the other hand skilled and educated positions may create a risk to the organization while leaving. Therefore turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business.
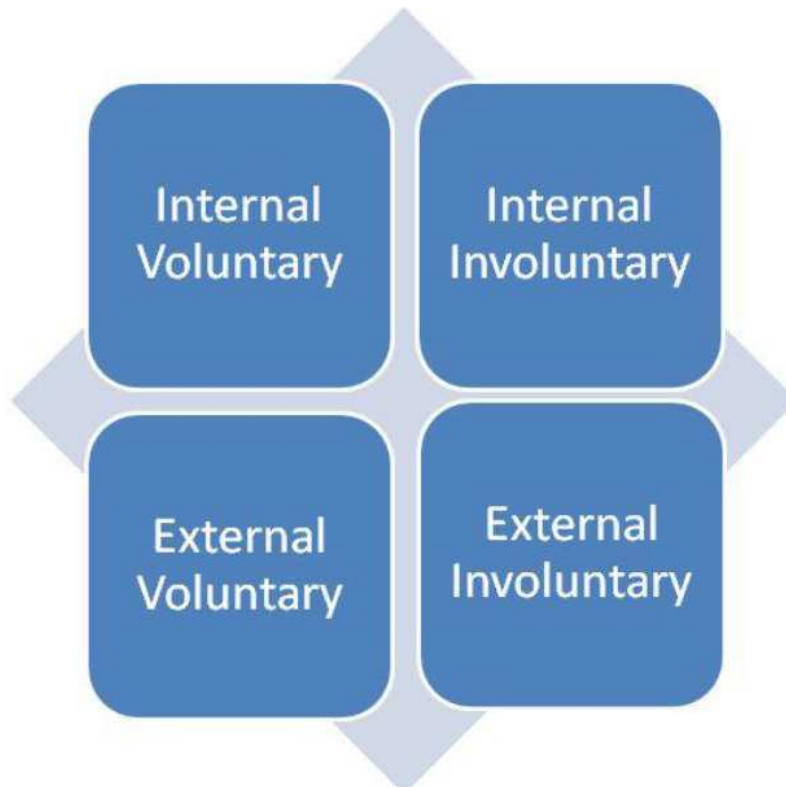
Figure1:Types of staff turnover

External involuntary employee turnover can take place because of a company's strategy or policy, or a need to downsize its personnel (Hong, Wei and Chen, 2007). It was claimed to be of a lesser interest for organization as it is known in advance and its extent and consequences are easily defined (Hong, Wei and Chen, 2007). However, consequences of extensive downsizing related to the financial crisis in 2008 proved to be problematic to companies (Datta , 2010; Schmitt, Borzillo and Probst, 2011). Thus, an interest in the causes of external involuntary staff rotation has lately increased significantly and the issue is now being explored.

External voluntary staff turnover takes places when, one prefers to be employed by another company (Morrell, Loan-Clarke and Wilkinson, 2004). Unlike involuntary employee changes, it is considered to be challenging and is thus explored more extensively. Hong, Wei and Chen (2007) clarify that challenges are explained by difficulties in predicting when and under which circumstances voluntary turnover will occur, what the scale of the change will be and which outcomes an organization will face due to it.

Internal involuntary employee turnover occurs when a company requires a person to occupy another position within its structure. As Schmitt, Borzillo and Probst (2011) explain, this can

be caused by downsizing and thus lack of employees needed to execute some particular operations. However, it may be also required that an employee does not change his position but is requested to perform the same.

Internal voluntary staff rotation can be observed when a person is willing to change a position or a project to work on, but is not intending to leave the company. This again can be observed more in matrix organizations, where a switch can be from their line to project side, or between projects or functional departments (Parker and Skitmore, 2005). There are few literature sources referring to internal voluntary employee turnover, thus it can be assumed it does not occur as often as the other three types, or it is not considered to be problematic for organizations.

2.3 Causes of Employee Turnover

A .Perceived Alternative Employment Opportunity

Perceived alternative employment chance, conjointly referred to as perceived easy movement, is that the perception of the provision of job alternatives .This perception is an uncontrollable issue as a result of it is closely related to the external surroundings, understand availability of job vacancies and percentage, and it reveals the significant relationship between convenience of jobs and voluntary turnover . In addition to the market condition, academic background could have an effect on the perception too. The personnel with higher academic background perceived additional employment opportunities. Higher educated personnel could take into account their qualification as a competitive advantage over less educated personnel by having additional choices of different positions(Parker and Skitmore, 2005).

B. Fringe advantages

A fringe benefit is an indirect reward given to a worker or group of workers as a section of organization membership, which affects performance and retention of workers. benefits coming up with are an important part of human resource coming up with process on account of huge prices and also the monetary commitment created for the long run.(http://tinyurl.com/byxomtk), Arleen .

2.3.1Remuneration

Remuneration is provided for in exchange for the employees contributions to the organization .An effective remuneration program can help shape performance and improve job satisfaction

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(Armstrong, 2009). Employee compensation has long been a topic of interest to employers and employees alike .the concept of an employment relationship implies that employee work in exchange for some reward and this reward usually Monterey remuneration. pay, pay satisfaction, and attitude towards benefits have emerged as popular variable for use in organizational research. (Carraher, Klein and Francis, 2004, Gerhart and Rynes, 2003; Scarpello and Carraher, 2008).Pay is some things in exchange for services rendered in a company. It has a vital role in holding and gratifying prime quality workers however at the expense of the labor prices for any organization There are two classes of pay coupled with job satisfaction; one is satisfaction with pay by itself and also the different the prospects of economic rewards with in the future for employment performed well. There is a long interest of two things that are correlative with job satisfaction.(Armstrong, 2009).

As suggested by (Carraher, Klein and Francis, 2004, Gerhart and Rynes, 2003; Scarpello and Carraher, 2008) interesting work assignments can lead to professional growth and career advancement. Such as on the job training can offer new challenges such as special projects or working on a process improvement team. A developmental assignment should be suited to the abilities of the employee. When properly designed, developmental assignments can train employees for more responsibilities. Such assignments provide an environment of growth and development by requiring the employee to use new skills that were not required in the regular job situation. New projects and assignment enable learning and provide a way through which employees can increase skills on the job through doing new tasks.

Critical to employee success is the guidance and assistance of leadership with mentoring employees, can undertake new assignments that benefit their own knowledge and skill levels and the organization's goals. Employees who experience professional growth are more inclined to remain with the organization.

2.3.2Benefits

Employee benefits typically refers to retirement plans, health life insurance, life insurance, disability insurance, vacation, employee stock ownership plans, etc. Benefits are increasingly expensive for businesses to provide to employees, so the range and options of benefits are changing rapidly to include, for example, flexible benefit plans.Benefits are forms of value, other than payment, that are provided to the employee in return for their contribution to the organization, that is, for doing their job. Prominent examples of benefits are insurance

(medical, life, dental, disability, unemployment and worker's compensation), vacation pay, holiday pay, and maternity leave, contribution to retirement (pension pay), profit sharing, stock options, and bonuses. (Some people would consider profit sharing, stock options and bonuses as forms of compensation.)

Benefits as being tangible or intangible, the benefits listed previously are tangible benefits. Intangible benefits are less direct, for example, appreciation from a boss, likelihood for promotion, nice office, etc. People sometimes talk of fringe benefits, usually referring to tangible benefits, but sometimes meaning both kinds of benefits.

Benefits as company-paid and employee-paid, While the company usually pays for most types of benefits (holiday pay, vacation pay, etc.), some benefits, such as medical insurance, are often paid, at least in part, by employees because of the high costs of medical insurance(Armstrong, 2009).

2.3.3Reward and Recognition

Reward had been seen to be a vital instrument in employee performance. A well rewarded employee feels that he/she is being valued by the company that he/she is working for (Markova and Ford 2011). They are also encouraged to work harder and better if they are aware that their well-being is taken seriously by their employers, and that their career and self-development are also being honed and taken care of by their company. Employees are the engine of organization vehicles while reward is the fuel. No organization can achieve its stated objectives without its employees, (Vilma &Egle, 2007).

According to Armstrong (2006) Reward management consists of the following elements namely; reward systems, reward strategy, reward policies, total reward, total remuneration, basic pay, job evaluation, contingent pay, Employee benefits, performance management and non-financial rewards. Rewards have been categorized into two main categories manly tangible and intangible rewards. Tangible rewards include the base pay or fixed pay for the job performed which can be determined via a job evaluation or negotiated through collective bargaining. Employee benefits such as pensions, sick pay, and insurance cover form part of the tangible rewards to employees. (Torrington, Hall, & Taylor (2008) & (Armstrong, 2006). Intangible rewards on the other hand, cannot be directly quantified since there is no direct finacial benefit. These rewards include recognition, job autonomy, skill development and

training opportunities, career development, quality of life and work life balance. (Torrington,Hall, & Taylor, 2008.

2.3.4 Career Promotion Satisfaction

All business use pay, promotion, bonuses or different kind of rewards to encourage high level of performance. lack of promotion and mundane work task considerably contributed to employees 'intention to go away a company .by adopting "job enrichment" programs, several employers were able to retain workers and supply higher career advancement opportunities. Beside promotion opportunities, ever-changing the choice and analysis criteria accustomed rate promotion and reward system conjointly had positive result on intention of workers deed the organization .Ineffective performance appraisal and coming up with systems contributed to employees. Perception of unfairness and that they were additional seemingly to think about deed the organizationDessler, (2011).

Developmental activities in contrast, have a longer term focus on preparing for future work responsibilities while also increasing the capacities of employees to perform their current jobs (Origon&Nzonzo, 2011). Training and development activities are planned programs of organizational improvement, and it is important that they be planned as thoroughly as possible, for their ultimate objective is to link training content to desired job behaviors. According to Dessler, (2011) the training process consists of four steps. First conduct a need analysis by identifying the specific knowledge and skills the job requires, and compare these with the prospective trainee's knowledge and skills. Then determine training needs, formulate specific training objectives, review possible training program content and estimate a budget for the training program. The third step is to implement the program, by actually training the targeted employee group using methods such as online training. Finally, is an evaluation step, in which you assess the program's success.

According to Wendell, (2007) training & development activities begin when a new employee enters the organization, usually in the form of employee orientation and skills training. Employee orientation is the process by which new employees learn important organizational values and norms, establish working relationships, and learn how to function within their jobs. Skills and technical training programs then narrow in scope to teach the new employee a particular skill or area of knowledge. Once new employees have become proficient in their

jobs, human resource development activities should focus more on developmental activities specifically, coaching and counseling.

As suggested by Dessler, (2005) interesting work assignments can lead to professional growth and career advancement. Such as on the job training can offer new challenges such as special projects or working on a process improvement team. A developmental assignment should be suited to the abilities of the employee. When properly designed, developmental assignments can train employees for more responsibilities. Such assignments provide an environment of growth and development by requiring the employee to use new skills that were not required in the regular job situation. New projects and assignment enable learning and provide a way through which employees can increase skills on the job through doing new tasks. Critical to employee success is the guidance and assistance of leadership with mentoring employees, can undertake new assignments that benefit their own knowledge and skill levels and the organization's goals. Employees who experience professional growth are more inclined to remain with the organization.

2.3.5 Influence of co-workers

Co-workers' intentions have a major significant impact on all destination choices - the additional positive the perception of their co-workers want to go away, the additional workers themselves wished to go away.

2.4 Causes and Influencing Factors for Turnover

Turnover arises from the unhappiness from job place for individual employee. But being unhappy in a job is not the only reason why people leave one company for another. If the skills that they possess are in demand, they may be lured away by higher pay, better benefits or better job growth potential. That's why it is important to know and recognize the difference between employees who leave the job because they are unhappy and those who leave for other reasons.

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

i. The economy- One of the most common reasons given for leaving the job is the availability of higher paying jobs.

ii. 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, challenges, danger, perceived importance and capacity to elicit a sense of accomplishment.

iii. Demographics -empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers.

iv. The person- In addition to the factors listed above; there are also factors specific to the individual that can 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 or an unsolicited job offer.

In addition to these personal factors, there are also trait-based or personality features that are associated with turnover.

v. A bad match between the employee's skills and the job– Employees who are placed in jobs that are too difficult for them or whose skills are under-utilized may become discouraged and quit the job.

vi. Substandard equipment, tools or facilities –If working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time.

vii. Lack of opportunity for advancement or growth – If the job is basically a dead- end proposition, employee. The job should be described precisely, without raising false hopes for growth and advancement in the position.

viii. Feelings of not being appreciated – since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while.

ix. Inadequate or lackluster supervision and training – Employees need guidance and direction. New employees may need extra help in learning an unfamiliar job. Similarly, the absence of a training program may cause workers to fall behind in their level of performance and feel that their abilities are lacking.

x. Unequal or substandard wage structures – Inequity in pay structures or low pay is great causes of dissatisfaction and can drive some employees to quit. Again, a new worker may wonder why the person next to him is receiving a higher wage for what is perceived to be the same work.

2.5 Problems Related to Employee Turnover

A) Increase work load

The loss of employees can result in increased work load to the other employees in the company.

B) Training and Development cost

Training and development in each company costs more as compared to the salary increment of the current.

C) Low Morale

Moral in high -turnover firms is usually weak. Company culture is that the shared norms and a value of a group of workers who work along. Motivating your workers to share the vision of your business and perform at high level is tough once colleagues and colleagues are vanishing all around them. Workplace relationships are key to an employee's satisfaction with work. As friends and colleagues leave, remaining workers perpetually got to cycle through the method of going to understand new workers.

D) Productivity

High rates of employee turnover will cause lower employee productivity. Employees who have additional expertise at a definite company are additional aware of the company's policies, goals and the way to meet their roles within the company. New employees typically need time to be told the way to fulfill their roles; since firms with high turnover can tend to possess additional inexperienced employees, they may conjointly suffer from lower employee.

E) Management Frustration

Managers quickly get frustrated with the constantly revolving of employees.

F) Customer Service

High turnover will damage a business ability to retain clients and supply high-quality customer service. Customers might feel more comfortable talking to a similar staff and client service representatives over.

G) Poor Performance

High turnover the basic the fundamental level of expertise across your organization is below it otherwise would be.Workerswith less information and less expertise.

2.6 Effects of Employee Turnover

2.6.1 Influence of motivational rewards on employee turnover projects

Organizations tend to focus efforts of individual workers on meeting specifically planned goals. Planning in a sound manner is therefore considered a crucial exercise that offers to provide a clear roadmap for realizing organizational accomplishments(Origon&Nzonzo, 2011 observed that institutions that rarely pay serious attention on motivation of their workforce definitely fail the productivity test. Such organizations hardly retain their working force should lucrative opportunities get sported.

According to (Origon&Nzonzo, 2011management of organizations should not expect a lot from employees by giving little in return. In the work, it is suggested that an internal system should be established in institutions that measures employee productivity and indicates equivalent monetary rewards, so that cases of employees quitting due to frustrations are addressed.

Employee productivity entails several aspects such as increased efforts to achieve high output, innovation to discover new superior ways of doing things, enhanced attitudes to treat customers with respect and the overall profit obtained by an organization, (Origon&Nzonzo, 2011). It is acknowledged that organizations that emphasizes on motivating workers are ones whose paths to profitability are predictable to the satisfaction of all key stakeholders. Resources which an organization invests in its operations equally determine the extent to which it attains its objectives, yet failure to focus on the needs of workers through motivational policies force employees to flee.

2.6.2 Influence of remunerations on employee turnover in project

The pleasure derived from a job is remuneration for none can deliver for an organization if such tasks are not associated with attractive pay package, (Vilma &Egle, 2007) More often, workers hop from one job to another in search of greener pastures and organizations that demand work and more work from workers with little regard to suitable pay in return normally experience high employee turnover.

Employee remuneration entails salary, wages, allowances and other such kinds of payment done regularly as pegged on some known terms of reference, (Vilma &Egle, 2007). She observes that employees tend to increase performance up to a certain level they seem commensurate with the expected pay. She advises that organizations should develop an attractive pay system that could help minimize employee turnover. Employees prefer other companies which may provide them with higher posts and increased compensation packages, Lack of opportunity for advancement or growth can cause a high turnover rate for any organization.

2.6.3 Influence of general environment of work on employee turnover in projects

Working condition offers an atmosphere upon work done. Its components include availability of working tools and equipments, presence of enough working space needed for accomplishment of various tasks, leadership styles that give freedom of expression of personal desires, innovation and creativity, a feeling of recognition and social worth, (Origon&Nzonzo, 2011)More often, some supervisors demand a lot of effort from subordinates in the execution of tasks with little regard to provide necessary tools and resources required for effective discharge of duties and failure to improve the working environment accounts for mass exodus of workers to other organizations.

2.7Theories of employees motivation

The research focused on theories which explain the various factors which influence employee turnover in work place. The study focused on two key theories; the Herzberg two factor theories and the Maslow's hierarchy of needs theory which explain many of the reasons behind employee turnover at work place.

2.7.1 Herzberg two Factor Theory

This theory was designed to better explain the factors that affected employee's job attitudes and motivation. Herzberg performed studies including interviews, to determine which factors in employee's work environment caused satisfaction or dissatisfaction. He found that factors causing job satisfaction (motivator factors) were different from those causing dissatisfaction (hygiene factors). Herzberg theory (Loiseau, 2011) argues that there are two distinct human needs influencing employee's motivation and attitude: Physiological needs that can be fulfilled by money for example to purchase food and shelter; and Psychological need to achieve and grow, only fulfilled by activities that causeone to grow.

Factors determining dissatisfaction include: company policy, supervision, relationship with boss, work condition, salary, and relationship with peers, all of which are external factors while those leading to satisfaction include achievement, recognition, work itself, responsibility, advancement and growth, which are intrinsic factors. Critics of Herzberg theory argue that the two factors are observed because it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors, and that job satisfaction does not necessarily imply a high level of motivation or productivity. The Hertzberg two factors theory was used in this study to explain how motivation factors influence affecting employee's turnover in the project.

2.7.2 Maslow Hierarchy of Needs Theory

Commonly known as the hierarchy of needs, is also a motivational theory, developed under believed that human beings are motivated by needs that are in-born. Maslow's theory comprises of five needs: Physiological need (most basic - air, water, sleep, food), safety needs (stability and consistency), love and need to belong (affiliate) needs, self-esteem needs (confidence/ respect) and Self-actualization needs. Theory states that lower needs must be satisfied before one can progresses to the next level of needs.

In work place, employee's needs must be met, especially safety needs and esteem need (recognition, acceptance and reward) failure to which, they will be bound to leave in search of satisfaction (Loiseau, 2011). Maslow theory is a motivation theory. It shows how remuneration, career progression, working condition and reward and recognition influence employee turnover. Thus, Maslow theory was used in the study to shed some light on importance of these factors to employees, and how likely they were in influencing employee's turnover.

Maslow proposed that if people grew up in an environment in which their needs are not meet, they would be unlikely to function healthy, well-adjusted individuals. Research testing Maslow's theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs on the job. According the results of the research managers from higher level organizations are able to satisfy both their growth and deficiency needs lower level managers are able to satisfy only their deficiency needs on the job. Maslow's theory has not received a great deal of support with respect to specific notion it proposes (Loiseau, 2011). To them this model is theorized to be especially effective in describing the behavior of individuals who are high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs.

2.8 PROJECT

The world's largest professional project management organization, the Project Management Institute, defines a project as "a temporary Endeavour undertaken to create a unique product, service or result" (PMI, 2004, cited in Maylor, 2010,). It is rather difficult to clearly define which Endeavour is a project and which is not. Maylor (2010,)gives an example of a phrase "Life is one big project", which satisfies many definitions of a project. Considering this difficulty, he continues with summarizing several existing definitions by identifying major characteristics of a project. Thus, Maylor (2010) sees projects as endeavors that are:

1) Unique (there are no two precisely similar projects undertaken)

2) Temporary (each project has a beginning and an end)

3) Focused (every project has a set goal to deliver)

Projects have clearly-defined aims and set out to produce clearly-defined results. Their purpose is to solve a "problem", and this involves analyzing needs beforehand. Suggesting one or more solutions, it aims at lasting social change.

Projects are realistic: Their aims must be achievable and this means taking account both of requirements and of the financial and human resources available.

Projects are limited in time and space: they have a beginning and an end and are implemented in a specific place and context.

Projects are complex: projects call on various planning and implementation skills and involve various partners and players.

Projects are collective: projects are the product of collective Endeavour. They are run by teams, involve various partners and cater for the needs of others.

Projects are unique: all projects stem from new ideas. They provide a specific response to a need (problem) in a specific context. They are innovative.

Projects are an adventure: every project is different and ground-breaking they always involve some uncertainty and risk.

Projects can be assessed: projects are planned and broken down into measurable aims which must be open to evaluation.

Projects can have different level of uniqueness. There are three categories of projects based on that: "painting by numbers", "as… but…" and "first-timers" (Maylor, 2010). They are illustrated   by   Figure
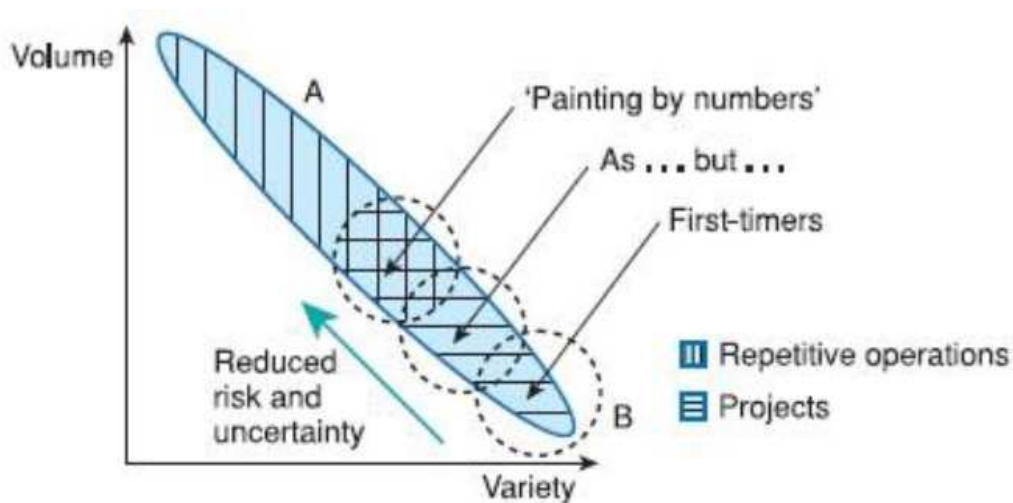

FIGURE 2: Categories of projects

The "first-timers" and "as… but…" are the projects which require special treatment to achieve their goals. This is done by project management. PM can be described as "the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realized" (APM, 2006).

2.9 Project management

2.9.1 Timing of departure

The challenge for project managers is that their own motivation, levels of stress, effectiveness and psychological well-being appear to pass through cycles during the various phases of the project life cycle, as does that of their team members (Gallstedt 2003; Sommerville and Langford 1994). This can range from anticipation during the concept and planning phases and then complacency in the execution phase, to a sense of mourning and diminished effectiveness in the finalization or termination phase (Briner 1994). In terms of stress and pressure, project managers are generally more impacted by these factors at the beginning and end of the project (Gallstedt 2003). Of particular interest is the limited research that has been undertaken to ascertain the percentage of project managers who stay from project commencement to conclusion. Carroll (1984), for example, in a review of owner-founder turnover, found that an "important consideration is the timing of succession relative to the organizational life cycle". Inherent in this finding, of course, is the implication that this is a critical transition period for the organization that may well affect its performance.

2.9.2 Internal transfer

Although previous studies have examined management turnover that specifically involves a manager leaving the organization; none have analyzed the type of turnover that involves a transfer of authority across similar control structures, as when one direct manager replaces another or leaves one job for another within the same organization. As Campion and Michael (1986) observe, such a study would afford two unique opportunities.

First, it would show the extent to which turnover is concerned with aspects of the job itself instead of a dissatisfaction with the company or its general policies.

Secondly, it would offer an opportunity to gather information on the reasons for turnover while the employee(s) are still available. Furthermore, it should shed some light on the extent to which the turnover event may be attributable to career motives, opportunities and further promotion of the manager - events that may not be a reflection of dissatisfaction with the current role.

2.10 PROJECT SUCCESS

The framework is broadly endorsed by the generally high 'importance' ratings given to its elements. However, while positive, correlations of each of the individual success factors with actual project success were moderate. An interpretation is that the framework as a whole contains the factors which lead to successful projects but no single factor is indispensable to success – unique project configurations make particular factors more or less important in different cases.

The Association for Project Management (APM), the leading representative organization for project management professionals, seeks to advance the status of project management in industry, commerce, and government, as an important and distinctive set of knowledge, skills, and attributes; and to raise the overall frequency with which these are actually deployed in projects.

As a contribution to this, APM is seeking to identify and the factors which lead to successful delivery of projects, for use both as an educational tool by the profession and as a measuring stick against which the presence of the factors in the 'project environment' as a whole can be periodically assessed.

2.10.1 Project success components

According to Baccarini (1999,)project success consists of two separate components, namely project management success and project product success. He distinguishes between them as follows:

2.10.2 Project management success

Traditionally project management success focused on the software development process dimensions of 'within time', 'within budget' and 'according to requirements' (quality and functional specifications) of a project focuses on the project management process and in particular on the successful accomplishment of the project with regards to cost, time and quality. These three dimensions indicate the degree of the 'efficiency of project execution' (Baccarini1999, Schwalbe 2004). The three dimensions of time, budget and specifications feature in many definitions of project management success (e.g. Globerson&Zwikael2002,Redmill 1997, Thomsett 2003). However, time, budget and specifications are not sufficient to measure project management success as dimensions such as

the quality of the project management process and the satisfaction of the project stakeholder's expectations also need to be considered (Baccarini1999, Schwalbe 2004). Therefore, extending the traditional triangle to include the quality of the management process and stakeholders satisfaction provides a more complete view of project management success.

2.10.3 Project product success

Focuses on the effects of the projects end-product,although project product success is distinguishable from project management success, the successful outcomes both of them are inseparably linked. 'If the venture is not a success, neither is the project'(Pinkerton 2003).

Thus, following Baccarini (1999), in simplistic terms project success can be summarized as:

Project success = project management success + project product success

Therefore its relation to human resource management and to the project is the project is successful in this frame which are :Realistic and thorough definition of project ,Efficient manner of project execution Comprehension of project 'environment' and Selection of organization realizing project .And its relation to human resource management is through Formulation of sound project policies , Clear and simple project organization Framework, Selection of key personnel - Human resources and Efficient and dynamic management controls

Therefore: the project to be successful it should be successful both in management and product of the project.

2.11Refining the Success Factors

The further refinement of APM's initial framework was undertaken (by BMG and APM working in conjunction) which took account of this refinement principally consisted of:

Factors in project success (APMwww.bmgresearch.co.uk)

- Secure funding base at start
- Core team fully competent
- Regular and careful progress monitoring
- Overall goal clearly specified and recognized by all stakeholders
- Strong, clearly identified leadership
- Clear and regular communications

- Clear leadership vision and dissemination of this
- All parties are committed
- Project leadership, particularly, is committed
- Project team has positive behaviors which encourage success
- Less likely than average to be important/less likely than average to be in place
- Sponsors strong in role throughout the project
- Adherence to other (non-quality) standards is regularly monitored
- Needs for contingency funding are recognized from the start
- Subsidiary objectives are clearly recognized
- The organization provides embedded support for project activity
- Higher and lower tiers of supply chains are co-ordinate
- Post-project review is undertaken to learn lessons for the future
- The project has realistic time schedules

2.11 Impacts of Turnover on Project Context

Due to their nature, goals and management, projects create a special environment which has an impact on the issue of employee turnover. Project specifics supply organizations with new causes of staff rotation, and additional consequences of employees leaving a project can be observed in context of temporary organizations. These are discussed in the current section.

Projects are temporary endeavors (PMI, 2004, cited in Maylor, 2010), which means they have time constraints imposed on their delivery. A limited time frame is proven to create additional pressure and consequently stress for employees involved in project execution (Maylor, 2010). Stress is widely considered as one of the job dissatisfaction reasons (Chapman, 1998), thus can lead to increased employee turnover.

Another important characteristic of projects is that project teams consist of people who have diverse backgrounds, both professional and cultural, differ in personalities and are often brought together for the first time and do not know each other (Lundin and Söderholm, 1995). Due to differences in backgrounds and personalities, conflicts between team members can arise. Time and resource restraints inherent for projects create additional pressure and thus can worsen the conflict. This provides another reason for employee turnover within projects (Arvidsson, 2009).

The project life cycle can also be seen as a reason for staff rotation within projects. As Parker and Skitmore (2005) observed, large number of project managers have not been involved in projects from their inception until finalization phase. Instead, more than half of Parker and Skitmore's most team member did not participate in the project's last stages, and a third of them joined the project after the concept phase (Parker and Skitmore, 2005). Several reasons were identified to explain this phenomenon. First, diverse project stages can require different ways of management due to their specifics (Parker and Skitmore, 2005). Then managers can be changed to meet the project requirements in the best way. Second, it was observed that project managers lose their motivation when the project reaches its last stages and thus they tend to search for new projects (Briner, Geddes and Hastings, 1994, cited in Parker and Skitmore, 2005). Both reasons result in rotation of project managers.However, it can be claimed not only project managers tend to work during several project stages instead of the whole project. This trend can be observed among other project team members as well. Diversities of project stages affect differences in requirements for many roles in project team, not only the role of project manager. Furthermore, exhaustion which is observed among project managers during the final project stages can also be seen among other team members, which can cause them search for new projects to get involved before the current project is finalized. Therefore, it is suggested that the project life cycle should be seen as a reason for employee turnover within projects.

Matrix forms of organizations create new reasons for staff turnover due to their combination of line and temporary structures. The issue of identification and prioritization between line and project organization that employees face was previously discussed. It may create tensions in a project team or between the team and functional department (Arvidsson, 2009). Such tensions can result in additional stress of team members and consequently in voluntary or involuntary staff rotation. Extra pressure can be caused by the two bosses problem described by Maylor (2010) and also account for additional employee turnover.

The major matrix organization's attribute that leads to employee turnover appears to be scarcity of resources (Arvidsson, 2009). Hendry (1975) explains that staff turnover can be caused by line managers re-allocating employees from one project to another due to their need of filling an empty position there. In this way internal involuntary turnover occurs, affects projects and organization's performance in general.

It was discussed that nowadays employees tend to be more ambitious and are more willing to utilize extensive opportunities that the industrial era provided (Bowden, 1952). People who are

now more aware of possible career growth paths often priorities self-development and expect their employer to assist in it (Morrell, Loan-Clarke and Wilkinson, 2004). Matrix organizations provide various possibilities how employees can develop their career. One can be promoted from having a role in the functional structure to representing the function in a project. An employee can also be allocated to a bigger and more important project once succeeding in a smaller one. Such possibilities can be included in an employee's career plan increasing his feeling of identity and decreasing possible sources of tensions (Arvidsson, 2009). However, the possibilities mentioned above of employee's development can also increase company's staff turnover and its negative outcomes provided the growth is not planned thoroughly enough by management. It is therefore crucial to find a balance between satisfying employees' needs and running a healthy and profitable organization.

2.12 Project Risk

2.12.1 Opportunity or a Threat

As mentioned above, risks contain two sides. It can be either viewed as a negative element or a positive element. Negative risks can be detrimental factors that can haphazard situations for a project.

Therefore, these should be curbed once identified. On the other hand, positive risks can bring about acknowledgements from both the customer and the management. All the risks need to be addressed by the project manager.

An organization will not be able to fully eliminate or eradicate risks. Every project engagement will have its own set of risks to be dealt with. A certain degree of risk will be involved when undertaking a project.

The risk management process should not be compromised at any point, if ignored can lead to detrimental effects. The entire management team of the organization should be aware of the project risk management methodologies and techniques.

Enhanced education and frequent risk assessments are the best way to minimize the damage from risks (Morrell, Loan-Clarke and Wilkinson, 2004).

2.13Theoretical Framework
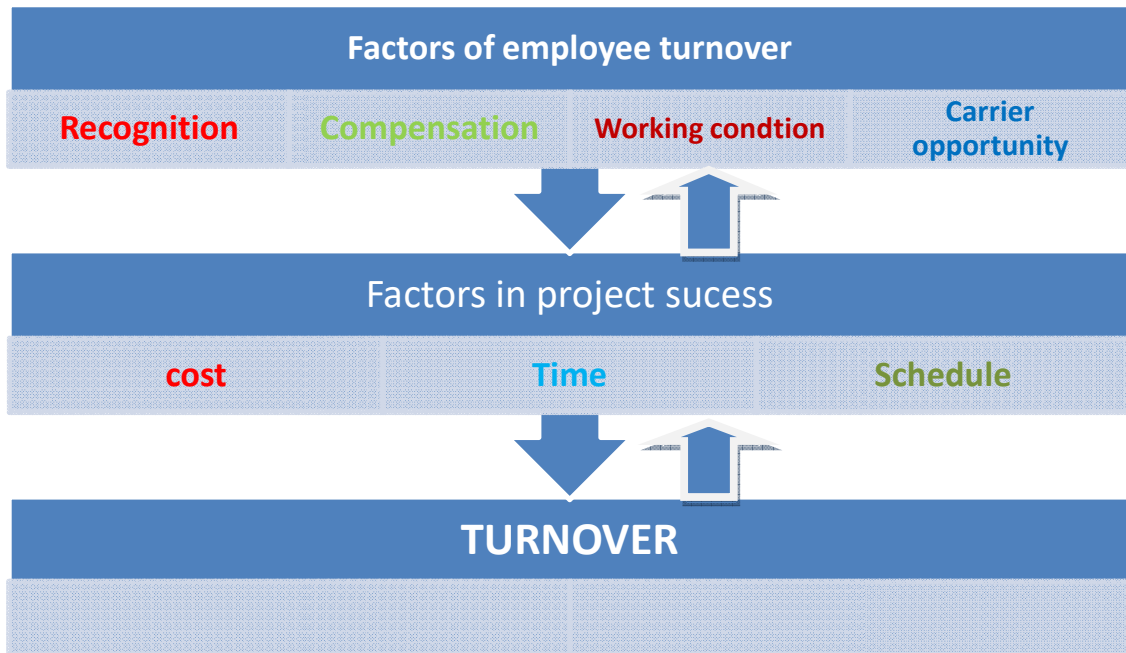
FIGURE 3.0: Conceptual Framework

This framework wants to show both negative and positive impact of variables on turnover. Main variables of the thesis include working conditions, compensation, Carrier Opportunities for career progression and recognition. These variables are Considered independent and are to be analyzed in relation to how they affect project success of dependent variable cost time and schedule of employee turnover in (Graphical Intelligence Electronic Operational Management. Conceptual framework is a set of broad ideas and principles intended to assist the researcher to develop awareness and understanding of the situations under scrutiny and to communicate the same.

The main variables of the thesis include working conditions, work remuneration, opportunities for career progression and reward and recognition. These variables are considered independent and are to be analyzed in relation to how they affect employee turnover in (Graphical Intelligence Electronic Operational Management System) and the dependent variable are cost, time and schedule, therefore within the framework the researcher want to show the impact of the independent variable on the project success. Conceptual framework is a set of broad ideasand principles intended to assist the researcher to develop awareness and understanding of the situations under analysis and to communicate the same.

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CHAPTER THREE

RESEARCH METHODOLOGY

</div>

3.1 INTRODUCTION

This chapter of the study presents research methodologies and techniques that will be employed throughout the completion of the study. The preferred research design, types and source of data, population, sample size and sampling techniques, data collection tools and analysis techniques that will be used in conducting the study and present along with justifying reasons for the employment of the methods.

3.2 Research Design and Approach

As indicated in its title, the study assessed the relationship between employees turnover and project success. Therefore the research design was explanatory research design is appropriate for this particular study as it tries to investigate if there are any cause and effect relationship between the dependent and independent variables.

In the study, the student researcher has collected both types of data that can and cannot be quantified. This makes neither qualitative nor quantitative research approaches to perfectly fit with the study. In the study, a hybrid/mixed research approach which used both quantifiable and unquantifiable data is planned to be used.

3.3 Types and Sources of Data

With the intent of incorporating all the data that are necessary for the study, the student researcher used both primary and secondary data. The primary data collected from employees of Commercial Bank of Ethiopia who have involved in the Bank's GIEOM (Graphical Intelligence Electronic Operational Management System) project. The secondary data used throughout the study in familiarizing the research area, building up of the study structure and designing of methodology are gathered from books, articles, and other published and unpublished written materials.

3.4. Target population

The study is to be conducted on the recently implemented GIEOM project of CBE. All employees (both permanent and temporarily employed) of the bank who participated in the project including the project manager are considered as total population of the study. A total of 49 individuals are participated in the project which all are target population of the study.

3.4.1 Sampling Design

Target population, sample size and sampling techniques to be implemented in the study are presented and explained in this sub-section of the study.

3.4.2Sample Size and Sampling Technique

Mugenda and Mugenda(2003)define the target population as complete set of individuals, case or objects with the same common observable characteristics.In the case of this study, the sample is to be drawn from the total of 49 team members of the project GIEOM. However, considering the smaller size of the total population, the student researcher found it manageable to conduct the study on each and every project team members. This makes the study to implement a senses non probability sampling technique.

Total population/sample size of the project and team members' role distribution are presented in the table below.

Table 3. 1 GIEOM Employee data

Category	Target population	Percentage	Sample size
Staff Involved In Screen Capture	12	100	12
Staffs Involved In Process Map Review &QA Preparation	21	100	21
Staff Involved In The Implementation	7	100	7
The Vendors (GIEOM) Top Management	2	100	2
Technical And Functional Training	7	100	7
Total	49	100	49

Gieom closer report

3.5 Data Collection Tools

The study collectedboth primary and secondary data;the primarydata was gathered from GIEOM project team members through self-administered questionnaires. The data collection tool preferred is believed to collect data that are free from bias and researcher's influence as mentioned by Festing(2007) and Cox (2000).The questionnaire used in this study was adopted from citehr.com with minor customization. Secondary data was gathered from past published scholarly articles explaining theoretical and empirical information, the bank's report on the project GIEOM, etc.

3.6Data Analysis and Presentation

After all the necessary data for the study are collected, the student research analyzed and present the data to show what type of relation is existed between the dependent and independent variables. The student researcher usedexplanatory statistics analysis for the study. The analysis was conducted with the assistance of SPSS data analysis application. Tabulations and graphs was used to present the analyzed data.

3.7 Ethical Considerations

Several ethical considerations were taken into account while the current research was being undertaken. The study was undertaken within an organization; therefore a confidentiality contract was signed by the researcher and the case company. Each interviewee was informed about the research purpose during interview invitations and in the beginning of the interviews. Interviewees were also notified about the confidentiality agreement in order to secure anonymity of information provided. A consent form was filled in by each research participant to ascertain that all ethical issues were discussed. This ensured participants' confidence and thus the feeling of freedom to provide responses without a fear of influencing their position in the case company.

Each reference to information about (Graphical Intelligence Electronic Operational Management System), which was received during the interviews, documentation reading or observation, was orally agreed on with the supervisor provided by the company.

3.8 Validity and Reliability

Each study is questioned to be valid and reliable. Research is proven to be valid if it is adequate for other researchers and practitioners interested in the same area (Biggam, 2008). For this, the study has to

1) Have well established research methods as its ground,

2) Use verified data collection techniques, and

3) Analyses collected data utilizing techniques that are appropriate to the current research.

Research methods, and data collection and analysis techniques used in the current study were chosen based on state of the art in the research methods literature with the help of a thorough analysis of the study aim and context, as well as the author's resource accessibility. Thus, it can be acknowledged that the current study is a valid empirical research.

Reliability of a research is defined by its trustworthiness and minimization of any kind of bias (Biggam, 2008). For a research to be trustworthy and data collected to be unquestionable, Biggam (2008) suggests providing as much detailed information about data collection and analysis as possible. It is also proposed to include interview questions, transcripts and notes in research appendices to reduce any possibilities of the reliability to be questioned.

Details on the data collection and analysis process for the current study were presented in Sections. Moreover, interview questions for employees from project and line organizations are founded.

The issue of bias was also addressed during the data collection process. Case studies are often accused of being biased. However, Yin (1994) argues that other research methods cannot fully exclude bias and misinterpretation, therefore this issue is a common one. Nevertheless, he agrees that case studies are at a bigger risk of misinterpreting the data received, therefore he suggests researchers to keep the concern in mind throughout the whole study and try to eliminate it in any way possible (Yin, 1994).

Biggam (2008) claims that interviews can be seen as a delicate research method, as interviews provide respondents' opinions. Moreover, interviewees may sometimes give responses that are not truthful, but are expected to satisfy the researcher. Being aware of such risks, the author of

this study emphasized to the interviewees the fact that it is their personal opinions that are valuable for the research and that there was no expected "model" answers to the questions being asked.

The results of both steps of data gathering were compared, and brief explanations were requested from the interviewees in case any inconsistencies were observed. Furthermore, the researcher followed advice of Yin (1994) who suggested receiving help from colleagues in interpreting data collected. People, who are not directly involved in the research, Yin explained, could see the flaws of the analysis as they do not have personal connection to the research unit. Therefore, personal observations were held by the author of the current study, and then presented to the company supervisor and author's colleagues. In this way, possibilities of misinterpreting of the data collected were reduced to minimum. Internal documentation of (Graphical Intelligence Electronic Operational Management System) project was alsoused to verify some of the results.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.1 INTRODUCTION

This chapter presents analysis of the data collected from the questioner and the discussion Data gathered from the project team was analyzed using Statistical Package for Social Sciences (SPSS) software and Microsoft excel spreadsheet (2007)The SPSS was used for data Transformation, running of cross tabulation, percentages and ratios while the Microsoft excel was Used for designing tables. Out of the 45 questionnaires administered, 43 questionnaires were completed and collected. It is therefore evident that a total response rate of 98.00% per cent was obtained.

4.2 Respondents background characteristics

Demographic characteristics of the respondents were considered significant, as these features generally predispose people to display certain unique behavior patterns in the organizational. Such demographic features considered in the study include sex, age, and marital status, level of education, specific area of GIEOM engagement and the duration of undertaking duties in a given project.

Table 4. 1 background characteristics

	category	Percent	Frequency
Sex of respondent	Male	80	32
	Female	20	8
Age of respondents	21-30	55	22
	31-40	42.5	17
	41-50	2.5	1
Marital Status	Married	37.5	15
	Single	62.5	25
Education level	Degree	85.00	34
	Masters and above	15.00	6
Functional area of respondents	Project management team	45.0	18

	Officer	27.5	11
	Other	27.5	11
Respondents length of Service	<3 years	12	5
	3 to 5 years	32.5	13
	>5years	55.5	22

Table 4.1:- Demographic data

The study established that majority of the employees in the projects young persons in the age bracket of 21-30 years, revealing commonly held notion that project work is trendier than most engagements, hence preferred by young people. Owing to the fact that young people formed the bulk of employees in the projects, turnover was expected to be high due to the desire of this young person's desire to look for better paying organizations.

Marital status was helpful in revealing the extent to which these would influence the composition of employees in the projects and how this gender factor would contribute to employee turnover. The study found that many single persons formed a formidable working force in projects in, though the majority of the employees were single. These findings give the impression that project work is a field of the young, adventuring in nature and often hop from job to job as they seek to settle in better ones, explaining the reasons for high employee turnover.

Owing to different social roles assigned to the sexes that could be at variance with the prevailing working environments. It was noted that many employees in the project were males, depicting the trademark nature of young men in job hopping. Females on the other hand, are seen as less aggressive and tend to be more relatively contented with their present engagements and can often be contented with even less trendy jobs.

The researcher was interested in establishing the pattern of education level of the employees in project in comparison to other sectors. Established was that educational level had great things with being employed in project, as the employees who participated in the study have competitive level of education to be depended upon by an organization.

The duration of time that an individual serves in an organization is a clear indicator of the extent of employee turnover, since if employees leave an organization frequently, then issues of turnover becomes a grave concern as no formidable organizational culture is built. It was realized that most of the employees serving in the project were serving for a relatively long period of time.

Moreover, most areas of the projects being implemented in project were in project management team.

4.3 Respondent profile on impact of Motivationalrewards on employees turnover

Category	Frequency	Percent
Monetary	8	21.6
Material	1	2.7
Recognition	15	40.5
Training	10	27.0
Other	3	8.1
Missing	6	
Total	43	100

Table 4. 2 **motivational rewards**

The type of motivational reward given to an individual employee is not necessarily a motivator to the other and therefore organizations have to evaluate the needs of every worker to ensure that the rewards offered actually meet those specific needs (hygiene factors).

On this account, the respondents were asked to complete the questionnaire indicating the type of motivational rewards given and their responses noted as the employee in GIEOM project is motivated by recognition. Many respondents, though obtained motivational rewards, just a few mentioned monetary rewards viewed as that which is easily convertible into other rewards on the basis of the need of individual worker. In GIEOM project employee is motivated by recognition.

4.4 How adequate are the rewards given to employees

Category	Frequency	Percent
Very adequate	5	11.6
Adequate	9	20.9
Neutral	6	14.0
Inadequate	15	34.9
Highly inadequate	5	11.6
Missing	3	7.00
Total	43	100

Table 4. 3 **Reward**

4.5 Extent Statements on remuneration, reward and opportunities career

Category	Very great extent	great extent	Moderate great extent	little extent	No extent
To what extent that remuneration affects employee's turnover in Gieoms project	7		17	12	1	2
To what extent are you satisfied by the reward system in your project compared to other	5		7	13	6	9

project					
The extent of opportunities for career progression in Gieom project	4	17	18	1	2

Table 4. 4 **Opportunity carrier**

The research sought to determine the level at which respondents agreed with the above Statements relating to the extents of remuneration on employees' turnover in GIEOM project From research findings majority of the respondents agreed that: remuneration has great extent on employee turnover, the extent which satisfied by the reward system is moderate and there is great extent on opportunities for career progression in GIEOM project.

4.6 This section summarizes workers' views on turnover and compensation factors from Workers were asked to indicate the extent to which they agree or disagree to each of the statements using a 5-point Likert scale. This is interpreted as **1- Strongly agree, 2- Agree, 3- Unsure, 4- Disagree, and 5- Strongly disagree.**

Category	Strongly agree (SA)	Agree(A)	Neutral(N)	Disagree(D)	Strongly Disagree(SD)
Working condition in the project is attractive than similar projects in other organization?	5	10	2	22	1
I am recognized for my performance?	5	15	8	5	4
The work place lacks important facilities, such as proper lighting furniture, clean restrooms, and other health and safety provisions.	22	12	1	4	1
Regarding salary, I feel that i am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years	11	4	13	7	5
My supervisor always consults co-workers when deciding which affect works	9	19	6	3	3
I Intend to leave this company within a short period of time	6	13	12	6	3
There is non-competitive compensation and differences in compensation package among staff	5	13	10	11	1

Table 4. 5 **Working Condition**

The study sought to determine the degree of working conditions compared to other influenced employee turnover from the research findings shown that the project is not attractive respondents indicated to a great extent, and are not recognized for performance ,The work place lacks important facilities, such as proper lighting furniture, clean restrooms, and other health and safety provisions ,Regarding salary, they had treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years ,there is good supervision in the project, they Intend to leave the company within a short period of time There is non-competitive compensation and differences in compensation package among staff .

Category	Strongly agree (SA)	Agree(A)	Neutral(N)	Disagree(D)	Strongly Disagree(SD)
Myorganization managementcarefully selects and employs people who are well suited for the job	6	7	8	16	3
Theprojectmanager encourages teamwork in the project	13	14	10	2	1
I am clear of the vision and mission of the project	13	10	1	5	8
I am paid fairly for the work I perform	10	4	10	6	10
All necessary fringe benefit are provided in my organization(eg,health insurance,transport allowance,provident fund/pension, and different types of loan)	18	14	5	3	3

Table 4. 6 **Remuneration**

From research findings majority of the respondents agreed that: the organization is not select and suited employees in a position and this a cause for turnover had in a project, placement of

individual with their experience,knowledge and working condition reduced turnover, with in the project there is a good team work between project manager and team members ,employees is well known of the organization vision and mission of the project different types of training can play an important role in creating and reinforcing high involvement work processes , paid fairly for the work I perform above findings concurs found that fringe benefits have a stronger influence on reducing turnover than would be indicated by the direct costs of the benefits .

4.7. Summary of Findings

4.7.1 Effects of Remuneration on Employees Turnover

The study established that remuneration influences employee turnover in Graphical Intelligence Electronic Operational Management System (GIEOMS) and affect the success of project. Employee benefits and compensation packages plays a strategic role in enhancing organizational performance and profitability as, employers view compensation as a major cost factor of production and as a necessary inducement for attracting suitable job applicants in addition to retaining valued employees, motivating performance, and other desirable behaviors, an effective remuneration program can help shape performance and improve job satisfaction. Employers should attempt to maintain competitiveness with respect to benefit offerings.

The study further established that remuneration awarded to project teams increases productivity and again increased project success by because members would be looking out for the collective good of the team. Pooling employees in a team with a collective goal increases productivity if they are provided worthwhile remuneration, such as bonuses, extra commission or paid for vacations(interviewed fromproject and line manager).

4.8 Reward and Recognition

The study revealed that reward and recognition influences employee turnover in Graphical Intelligence Electronic Operational Management System (GIEOMS) and the project successto a great extent. The employees are theengine of organization vehicles while reward is the fuel, motivated employees are more productive, more efficient and more willing to work towards organizational goals than the employees who are experiencing low levels of motivation. Reward was seen to be a vital instrument in employee performance. A well-rewarded employee feels that he/she is being valued by the company that he/she is working for.(interviewed from project and line manager).

4.9 Opportunities for Career Progression

The study revealed that opportunities for career progression influences employee turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS) and project success to a great extent. It established that project activities in contrast, have a longer –term focus on preparing employees for future work responsibilities while also increasing their capacities to perform their current jobs.

Training typically involves providing employees the knowledge and skills needed to do a particular task or job as well as attempting to change employees' attitudes.

The study revealed that different types of training can be employed to create and reinforcing high work processes involvement. Formal training programmes should be used as effective ways of directly transferring the project goals and values to a whole group of people simultaneously, to achieve shared values and facilitates network building between headquarters and subsidiaries. The study further established that career progression helps builds employee loyalty while loyalty increases productivityEmployees should be supported in pursing career progression programs within and outside the organization.(interviewed from project and line manager).

4.10 Working Conditions

The research revealed that working conditions influences employee turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS) and project successto a great extent. The study established that employment security, workplace organization and the working environment were very important factors that employees consider at work place. A poor work environment may cause discomfort to some employees who may end up being attracted to other project with better working conditions. Flexible work-schedules lead to greater work-life balance and can offset work stress.

The study revealed that If the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees will not be willing to put up with the inconvenience for long. It further established that the environment in which an employee works should be considered safe, and abid by health and safety standards.(Interviewed from project and line manager).

4.10 Regression

Table 4. 7 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.832^a	.692	.660	.09038

Adjusted R squared is coefficient of determination which tells us the variation in the dependent variable due to changes in the independent variable, from the findings in the above table the value of adjusted R squared was 0.660 an indication that there was variation of 66% on employee turnover in gieom project due to changes in working condition, career progression, reward and recognition and remuneration at 95% confidence interval . This shows that 66% changes in employee turnover in Gieom project could be accounted for by working condition, career progression n, reward and recognition and remuneration.

R is the correlation coefficient which shows the relationship between the study variables, from the findings shown in the table above there was a strong positive relationship between the study variables as shown by 0.832.

Table 4. 8 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	19.612	4	4.903	10.288	.000^b
Residual	65.826	138	0.477		
Total	85.438	142			

From the ANOVA statics in table above, the processed data which is the population parameters, had a significance level of 0% which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The calculated value was greater than the critical value (10.288 > 1.984) an indication that working condition, career progression, reward and recognition and remuneration significantly influence employee turnover in gieom project.

Table 4. 9 Coefficient

Model	Un standardized Coefficients	Standardized Coefficients		t	Sig
	B	Std. Error	Beta		
(Constant)	3.032	.348		8.702	.000
Working Condition	-.028	.127	-.025	-.221	026
Remuneration	-.148	.115	-.160	-1.292	.001

Career Progression	-.080	.175	-.064	-.459	.048
Rewards and recognition	-1.112	.183	-.616	-6.085	.000

From the data in the above table the established regression equation was

Y = 3.032 - 0.028 X1 - 0.148 X2 - 0.080 X3 – 1.112 X4

From the above regression equation it was revealed that holding working condition, career progression, reward and recognition and remuneration to a constant zero , employee turnover in gieom project would be at 3.032 , a unit increase in working condition would lead to decrease in the employee turnover in gieom project by a factors of 0.028, unit increase in remuneration would lead to decrease in employee turnover in gieom project by factors of 0.148, a unit increase in career progression would lead to decrease in employee turnover in gieom project by a factor of 0.080 and unit increase in reward and recognition would lead to decrease in employee turnover in gieom project by a factors of 1.112.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 INTRODUCTION

This chapter presents the summary of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study the researcher had intended to find out how remuneration affects employees' turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS), to determine the extent to which reward and recognition affect turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS), to establish the extent to which opportunities for career progression affect employees' turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS), to examine how working conditions influences employee turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS).

5.2 Conclusion

From the findings the study established that employers view compensation as a major cost factor of production and as a necessary inducement for attracting suitable job applicants in addition to retaining valued employees, motivating performance, and other desirable behaviors thus the study concludes that better remuneration packed discouraged employees' turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS) project.

The study established that the real successes of a project originate from employees' willingness to use their creativity, abilities and know-how in favor of the company and it is organization's task to encourage and nourish these positive employee inputs by putting effective reward practices in place thus the study concludes that reward and recognition discouraged employee turnover in Graphical Intelligence Electronic Operational Management System (GIEOMS) project. Project activities in contrast, have a longer –term focus on preparing for future work responsibilities while also increasing the capacities of employees to perform their current jobs, thus the study concludes that failure by project management to provide opportunities for career progression opportunities encouraged employees' turnover in Graphical Intelligence Electronic Operational Management System (GIEOMS) project. Employment security, workplace organization and the working environment were the most important factors that employees do

consider and the main component for project success, thus the study concludes that poor working conditions encourages employee turnover in Graphical Intelligence Electronic Operational Management System(GIEOMS) project.

5.3 Recommendations

In order to reduce employee turnover in Graphical Intelligence Electronic Operational Management System (GIEOMS) project, the study recommends that; the top project management should provide the opportunity for career and personal growth through training and education, challenging assignments and more responsibility. This will help to build employee loyalty and trust with the project, thus reducing employee turnover.

The management should keep employee compensation and benefits aligned with current economic status, paying employees the fair going wage for their work (or better) and offer them competitive benefits. The management should recognize excellent performance, and especially, link pay to performance to reduce employee turnover.

Employees are motivated when their above-average efforts are recognized and rewarded. This helps to build a sense of employee attachment to the project thus reducing employee turnover.

The project management should ensure work life balance among employees by encouraging and giving employees' opportunity to connect with one another through acts of generosity, teamwork and the expression of gratitude. Employees will be healthier, happier, feel more like at home thus will be less likely to resign.

The study also recommends that the management should consider improving project environment like provision of safe working conditions, provision of flexible working schedule. Provision of flexible working schedule will help to create balanced work life balance hence eliminating stress.

5.4 Recommendations for further studies

The study sought to determine the impact of employee turnover in project success in Graphical Intelligence Electronic Operational Management System (GIEOMS) project. The study recommends that an in-depth study should be done on the impact of employee turnover on Project success.

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ANNEX -A Questionnaire

St Mery University

Program MA in project Management

Executive MBA Program

This is a questionnaire designed to collect data on the impacts of employee turnover on project success a on commercial bank of Ethiopia a case study on (Graphical Intelligence Electronic Operational Management System) project which will be used as an input for a thesis in partial fulfillment of Executive MBA. Your genuine response is solely used for academic purpose. Therefore, your kind cooperation is appreciated in advance. If you have any question about this questionnaire, you can contact:

Lozamaryammulugeta

Mobile No. 0911 799685,

Part I: Demographic Profile of Respondents

1. Gender   Male [ ]   Female [ ]

2. Age 21-30 years old [ ] 31-40 years' old [ ]   41-50 years' old [ ] > 51 years' old [ ]

3. Marital Status Married   single [ ]   married [ ]   Divorced [ ]   Widow [ ]

4. Education level Diploma [ ]   Bachelor [ ]   Masters and above [ ]

5. Tenure < 3 years[ ] 3 to 5 years [ ] >5 years [ ]

6. Job Category project management team[ ] Officer [ ] other…………….

Part II: PERCEPTION

Effects of Remuneration on Employees' Turnover

7 Which motivational rewards do employees obtain from project?

a) Monetary [ ] b) Material [ ] c) Recognition [ ] d) Training [ ]

e) Other (specify)…………………………………………

8, how adequate are the rewards given to employees?

a) Very adequate [ ] b) Adequate [ ] c) Neutral [ ] d) inadequate [ ] e highly inadequate

e) Other (specify)…………………………………………………

7. To what extent that remuneration affects employees' turnover in GIEOMS project

a, Very great extent [ ] b, Great extent [ ] c, Moderate extent [ ] d, Little extent [e, No extent [ ]

Part II: Reward and Recognition

8. The degree of recognition made in the project for the performance of employees Gieoms project

A, Very high [ ]b, high [ ] c, moderate [ ] d, low [ ]

Part D: Opportunities for Career Progression

10. The extent of opportunities for career progression Gieom project?

A, Very great extent [ ] B, Great extent [ ]C, Moderate extent [ ] D, Little extent [ ] E,No extent

Part E: Working Conditions

11. Indicate your level of agreement with the following statements relating effects of how working conditions influences employee turnover in Gieom project

Scale 1=strongly agree 2= agree 3= moderate 4= disagree 5=strongly disagree.

	Statement	1	2	3	4	5
12	Condition in the project is attractive than similar projects in other organization					
13	I am recognized for my performance.					
14	The workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions.					
15	The project manager encourages teamwork in the project.					
16	I am clear of the vision and mission of the project.					

Table 4. 10 questioner 1

Part F :Compensation

12, Indicate your level of agreement with the following statements relating effects of how working conditions influences employee turnover in Gieom project

Scale 1=strongly(SA) 2=agree(A) 3= neutral(N) 4= disagree(D) 5=strongly disagree(SD)

		1SA	2A	3N	4D	5 SD
17	I am paid fairly for the work I perform					
18	All necessary fringe benefits are provided in my organization (e.g. health insurance, transport allowance, provident fund/pension, and different types of loans)					
19	Regarding salary, I feel that I am treated fairly compared with colleagues in my organization who have similar qualifications and who have served a similar number of years					
20	My supervisor always consults co-workers when deciding which may affect works.					
21	I intend to leave this company within a short period of time					
22	There is non-competitive compensation and differences in compensation package among staff					
23	My organization's management carefully selects and employs people who are well suited for the job					

Table 4. 11:- Questioner 2

Interview questions

For project team and project manager

1 There is turnover in your project?

2 Is the projects have any cost overrun and its influence on employee turnover?

3. Does the project has employees with sufficient number and with adequate qualification or do you have a feeling that additional employee are needed to fulfill the objective of the project?

4. What are problems do you faced due to employee turnover?

5. Which problems do you as a line manager face due to the turnover?

7. What are the problems a project team faces due the employee turnover?

Thank you for your time