



**St. Mary University
School of Graduate Studies
School of Business**

**Assessment of Staff Turnover from the Perspective of Employees: A Case
Study on Bright Hope Integrated Development Organization (BHIDO)**

**A Thesis Submitted to the School of Graduates Studies of St. Mary University
in Partial Fulfillment for the Requirement of the Degree of Masters of
Business Administration**

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Addis Ababa, Ethiopia**

ST.MARY'S UNIVERSITY
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Statement of Declaration

I, the undersigned, declare that this thesis is my original work and has not been presented in any other University, and that all the sources of material used for the thesis have been duly acknowledged. The work is original in nature and is suitable for submission for the award of Masters Degree in Business Administration (MBA).

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ENDORSEMENT

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

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Abraham Getachew
St.Mary University
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ABSTRACT

This thesis aims to assess the causes of staff turnover from the perspective of employees in Bright Hope Integrated Development Organization (BHIDO) and to suggest possible solutions to minimize staffs turnover and its consequences. The success of Non Governmental Organizations (NGOs) is determined by the availability and commitment of efficient and effective human resources. However, currently most of the NGOs are highly affected by staff turnover and therefore the quality of the service they provide to the beneficiaries is affected and the financial and non-financial cost of replacing vacant posts has significantly increased. In order to assess the causes of staff turnover in BHIDO, the research has used both primary and secondary data. With regard to primary data, first hand data have been collected through questionnaire filled by 14 terminated, 72 existing non-management and 5 management staffs of the BHIDO. For existing employees of the organization, since the number of the study population was manageable, the census method has been employed in the study and the entire population was the subject of study. For ex-employees who were terminated from the organization in very recent years, non-probability sampling i.e., Convenience sampling method has been used. The findings of the study also revealed that the causes of staff turnover are a combination of factors. Family problems, dissatisfaction with the job, better opportunity in other organizations and educational opportunity are some of the causes. Based on the findings recommendations such as revising organization's compensation or monetary reward system, working closely and communicate positively with subordinates and arrange flexible working circumstances, make the necessary and timely salary adjustment and involving the employees to in the organizational decision making processes are suggested.

Key words: Assessment of staff turnover, BHIDO

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Non-Government Organizations (NGOs) are one type of the institutions that provide employment opportunities in addition to the private sectors and government institutions. Nonprofit non Government Organizations are organizations with funds and programs managed by their own trustees or directors, established to maintain or aid social, educational, charitable, religious, or other activities serving the common welfare. They include lower level organizations such as community groups, associations, cooperatives, religious and private development organizations (CRDA & DPPC 2004).

One of the major factors that determine the success of NGOs is the availability and commitment of efficient and effective human resources. Any organization needs to have staffs that are competent enough to execute their responsibilities in a professional manner and dedicated to the organizational objectives. Therefore, human resource management is one of the crucial functions that should be carried out in a systematic way to maintain well performing employees within the organization. Thus, organizations should have effective human resource management system that is well formulated and implemented to ensure that they hire and maintain employees which contribute to the successful accomplishment of organizational objectives (CRDA & DPPC 2004).

Any organization whether it is profit making or not desires to retain its efficient and productive staffs to the maximum possible period. However employees leave the organization due to internal and external factors that might be avoidable or not. Staffs turnover is a warning for low morale and it is the amount of movement in and out of employees in an organization. In general employees leave their jobs either voluntarily by their own decision or forced to leave by the decision of the employer. As the result of excessive turnover, organizations incur additional costs and holdup their performance. As a consequence, their relationship with donors, regulatory bodies and beneficiaries becomes questioned and existing staffs will be stressed due to the additional responsibilities to cover the vacant posts (Lee, G. 2001).

It is believed that a certain amount staff turnover is acceptable by most organizations so as to inject new bloods in the organization that can bring new ideas and experiences of performing a job. Moreover, some organizations use acceptable staffs turnover to promote subordinates to the higher positions. However, if the rate of turnover is beyond the acceptable level, it becomes a challenge for senior managers and the organization as well (Loquercio et al 2006).

Bright Hope Integrated Development Organization (BHIDO) is one of the local non government organizations that operate in Ethiopia. The BHIDO currently has 86 employees in its two project offices. As a local NGO BHIDO is also affected by high staffs turnover and has been losing competent staffs.

1. 2 Statement of the problem

High staff turnover is a major hindrance to organizational effectiveness among NGOs in Ethiopia. Today, NGOs are finding it difficult to retain well performing, well experienced, and soundly trained employees as a result of turnover (AHM Shamsuzzoha (2003)). Bright Hope Integrated Development Organization (BHIDO) is one of those organizations that suffer from this high employee turnover. Currently the Organizations are facing a frequent turnover of staff, and as such the high turnover is costing the Organizations in terms of delay in quality service delivery, money and time to replace and train new comers employees. According to this researcher's pre-assessment study in BHIDO, one of the major reasons behind employee turnover is looking for a better job from the financial point of view and the prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover. In the year 2014, more than 22 employees left the organization and the reason for 75% of them was looking for a better job with a better salary. However, money is not the only root cause of turnover in BHIDO. Working environment, compensation benefits, management, dissatisfaction of routine work activity and other related reasons are the other causes of turnover in the organization. In BHIDO there were no empirical studies conducted on employees' turnover which were supported by formal and published research.

These days the cost of staff turnover becomes one of the major concerns of organizations both in financial and non financial terms. With regard to financial costs Bright Hope Integrated Development Organization (BHIDO) is forced to allocate significant amount of money for

vacancy advertisement, for recruitment costs like pre-employment medical cost, transportation to duty station, travel expense, Relocation expenses for personal belonging & other related costs. There are about 20 terminations per year in the BHIDO. The Organization is forced to assign personnel to process frequent staffs resignations and recruitment activities. As the result of the high turnover in the organization, most of the employees are exposed to low productivity in terms of quality and quantity of work.

The problem of high staff turnover is a problem especially in developing countries (Suzuki, 1998: 196, 197). A high staff turnover rate has a lot of negative consequences. Besides, the costs associated with actual separation of the employee and recruiting, hiring and training of new employees other costs may not be easy to measure. The indirect cost of turnover may extend to decrease quality of aid or program, loss of trust between the beneficiaries and the organization, failure of program, loss of skilled personnel, a loss of talented future leader of organizations and may contribute to other staffs tendencies to quit (Loquercio, 2006). Various studies were carried out to understand the major causes of staff turnover and retentions mechanisms that organizations should develop.

This research paper attempts to examine the problems and suggest solutions associated with high staffs turnover in Bright Hope Integrated Development Organization (BHIDO). It is hoped that the insights from the study are very useful not only to BHIDO but also other NGOs who are working within the country. Organizations in the humanitarian can get insights on how and why their employees leave their jobs and what they can do to reduce the problem.

In BHIDO there were no empirical studies conducted on professional employees' turnover which were supported by formal and published research. For that reason, this study was conducted on BHIDO Addis Ababa head quarter and Nazeret project office. Therefore, this study is considered important to investigate the causes of staff turnover from the perspective of employees within Bright hope integrated development organization (BHIDO) and to make recommendations that would lead to the reduction of the problem.

1.3 Research Questions

In order to address the above problems, this research paper addressed the following questions.

1. What are the causes of staff turnover in BHIDO?
2. What is the attitude of the management staffs with regard to staff turnover?
3. Which profession and department are more subject to staffs turn over?
4. Whether BHIDO has mechanisms that can reduce staffs turnover in its organizations?

1.4 Research objectives

The general objective of this study is to assess the major causes of staff turnover in Bright Hope Integrated Development Organization (BHIDO) and to suggest possible solutions to minimize staffs turnover and its consequences. The study was intended to achieve the following specific objectives:

- To investigate the major causes of staff turnovers in BHIDO.
- To assess at what point of experience/year of service most employees leave the organization.
- To explore the feelings of existing senior management staffs about employee turnover.
- To suggest what corrective actions should be taken to minimize staff turnover.

1.5 Significance of the study

Firstly this particular type of study had not been previously conducted on this organization. Therefore, its result is important to create awareness to leaders of aforementioned organization about the major causes of staff turnover and to give the suggested possible solutions to minimize staffs turnover and its consequences.

Secondly, it could also be helpful for individuals who want to conduct further studies in related topics and other organizations those faces similar problems.

Thirdly, this study provides important information about the existing problem of staff management in this organization. This research paper also provides sufficient data about the causes of staff turnover and the means for minimizing staffs turnover.

1.6 Scope and limitation of the study

The main focus of this study is to assess the major causes of staff turnover in Bright Hope Integrated Development Organization (BHIDO) and to suggest possible solutions to minimize staffs turnover and its consequences. Therefore data analysis and interpretation of findings was based on the culture, compensation, working environment conditions and leadership skill of management staffs of the organization.

Some constraints such as time and lack of sufficient fund hindered the need to include a large sample size from similar organizations. In order to get a stronger picture of the issue in the different organizations, I would have liked to involve a larger number of respondents. But due to the time frame limitations this was not possible. The shortage of up to date reference materials and research works, specifically to the Ethiopian context, have also been limitations in the content of the study.

1.7 Organization of the Research Report

This thesis is organized into five chapters. Chapter-one is already presented in the current section; the contents of the following chapters are briefed here.

- **Chapter One: Introduction-** This chapter provides the research background, Statement of the problem, Research question, Research objectives, Significance of the study, Scope & the limitations encountered in the course of the study.
- **Chapter Two: Literature Review-**provides an overview and analysis of the existing literature.
- **Chapter Three: Methods of the Study-**presents the methodology used in this thesis. The chapter includes the research approach, and it describes the data collecting and analysis methods used.

- **Chapter Four: Results and Discussion-** analyses and presents the research findings obtained through the thesis methodology by showing how each research question has been answered and how these findings together contribute to the main purpose of the study.
- **Chapter Five: Conclusions and Recommendations-** presents the conclusions of this study and forwards set of suggestions derived from the research findings.

At the end of the thesis, references and a set of appendices are included that contain the questionnaires of the survey forms used to collect primary data for this work and other supplementary documents of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Defining Staff Turnover

Employee turnover has been one of the most studied subjects in organizational behavior literature. To better understand the causes of employee turnover, one must understand how turnover is defined. Employee turnover occurs when employees leave their jobs and must be replaced. According to Lenza (2007:16), employee turnover is defined as the entry and exit of individuals into and out of the workforce of an organization over a specific period of time. Exit from an organization can take the form of resigning, retirement, dissimilar or death. For this reason, employee turnover can be defined as the entrance of new employees into the organizational work environment and the departure of existing employees from the organizational work environment. Different scholars have defined staffs turnover in the following manner:

- According to Ivancevich and Glueck, staff turnover is the net result of the exit of some employees and entrance of others to the organization¹
- Singh et al, 1994, also define staff turnover as the rate of change in the working staffs of a concern during a definite period.²
- Kossen defined the staff turnover as it is the amount of movement in and out (of employees) in an organization³
- Staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract⁴

The Chartered Institute of Personnel and Development (2007:1) defines employee turnover as the “ratio comparison of the number of employees an organization must replace in a given time period to the average number of total employees”. In their own definition, Abassi and

¹Ivancevich John and Glueck William, 1989, Foundation of Personnel/Human Resource Management, Irwin, PP 873

²Singh BP, Chabra T. and Taneja P., 1994, Personnel Management and Industrial Relations, DhanpatRai and Sons, PP 345

³Stan Kossen, 1991, The Human Side of Organization, 5th ed. Harper Collins, New York, 1991 pp 212

⁴Loquercio, et al, 2006, Understanding and Addressing Staffs Turnover in Humanitarian Agencies, 1

Hollman(2000: 305) define turnover as the “rotation of employees around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment”. Khatri (1976:82) has defined employee turnover as, “the period of deteriorate to move from a job in one place to some other job in some other place”. This indicates that the movement of employees from one organization to other organization for the same position or some different position derived by the internal desires of the individual. In line with Kuria and Ondigi (2012), employee turnover is a gradual process. This indicates that an employee starts by an assessment of the on hand job and the atmosphere in the work is being performed. It is believed that work atmosphere plays an essential role on an employee’s decision to carry on working in an organization or to stop. Job dissatisfaction follows in deciding to stop working in an organization.

Turnover, according to Iverson and Pullman (2000: 98) can be classified as voluntary (to include withdrawals out of volition) or involuntary (to include layoffs and dismissals). Voluntary turnover often results in departing employees migrating, in most cases, to competing firms, creating a more critical situation since their transferred knowledge can be used to gain. In human resources context, staffturnover or labour turnover is the rate at which an employer loses and gains employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door". Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's productivity if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Organizations also often track turnover internally across departments and divisions or other demographic groups such as turnover of women versus turnover of men.

2.2 Reasons for employee turnover

Many reasons explain why employees withdraw from an organization especially in economy where skills are relatively scarce and recruitment is costly, in the Ethiopian context. Employees voluntarily resign their appointments in organizations for various reasons which can be classified into two: pull and push factors. The pull factors, according to Sherratt (2000: 38) include the

attraction of a new job especially in a growing economy. In such cases, it is the availability of alternative jobs that attracts an employee to withdraw from a particular organization. Sherratt (2000: 38) also explains that the push factor may be dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere. Sometimes, it is a mixture of both the pull and push factors. However, some reasons for leaving are entirely explained by domestic circumstances outside the control of any employer, as is the case when employees relocate with their spouses or partners.

Recent research by the British Chartered Institute of Personnel and Development (2006: 1) shows that push factors are a great deal more significant in most resignations than most managers appreciate. The research contends that it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere. Research conducted by the Hay group and reported by Sharman *et al.* (2006: 22) reveals that about one third of the millions of employees surveyed worldwide plan to quit their jobs within two years.

Some employers attract job applicants with unrealistic and non-existent conditions of service during interviews. However, when these new employees get on board and the conditions of service promised by the employers are not forthcoming, such employees immediately update their resumes and quit for other jobs. The British Chartered Institute of Personnel and Development (2006: 2) notes that a great deal of employee turnover consists of people resigning or being dismissed in the first few months of employment. This is due to poor recruitment and selection decisions, both on the part of the employee and employer. Expectations are high during the recruitment process, leading applicants to compete for and accept jobs for which they are mostly not suited. Organizations do this in order to ensure that they fill their vacancies with sufficient numbers of well qualified candidates as quickly as possible. However, over the longer term, the practice becomes counter-productive as it leads to costly but avoidable turnover and the development of a poor reputation in the local labour market.

According to a study by the Chartered Institute of Personnel and Development (2006: 2) in the United Kingdom (UK), there are factors that are specific to the individual that can influence early turnover. These include both personal and trait-based factors. Personal factors include 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.

These personality traits are some of the same characteristics that predict job performance and counter-productive behaviors such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. Most environmental contributors to turnover can be traced to management practices. Turnover tends to be higher in environments where employees feel they are taken advantage of, feel undervalued and inadequately compensated. Management practices that promote inequity, inefficiency and lack of foresight and ability to provide purposeful leadership will encourage skilled and professional employees to leave the organization. Kinnear and Sutherland (2001: 17) further argue that skilled employees need space to act independently and freedom to plan and execute work the best way they choose. This requires progressive organizational leadership which allows for independent judgment by employees. Managers can help to address this by removing organizational policies that restrict innovative thinking and practice within the organization.

2.3 Measuring staff turnover

The Chartered Institute of Personnel and Development (CIPD) in the United Kingdom developed a simple and most common way of measuring employee turnover.⁵ The method, according to the CIPD (2007: 1) is to measure the number of leavers in a period as a percentage of the number employed during the same period, usually on a quarterly or annual basis. This is sometimes called the separation rate (SR). This is expressed as follows:

$$\frac{\text{Number of leavers}}{\text{Average number working}} \times 100 = \text{separation rate}$$

The CIPD (2007:1) further states that, unless there are special circumstances such as a sudden large increases in the size of the workforce, the average number working is usually taken to be the number working at the start of the period added to the number working at the end, the total is then divided by two. This simple index is useful in comparing one organization's employee turnover with that of a local employer's, or with that of the industry as a whole. A crude turnover

⁵12 CIPD, Employee Turnover and Retention, <http://www.cipd.co.uk/surveys>

method involves most organizations simply tracking their crude turnover rates on a month by month or year by year basis. The formula is simply calculated as:

$$\frac{\text{Number of leavers in a specified period (usually 1 year)} \times 100}{\text{Average number of employees during the same period}}$$

The total figure includes all leavers, even people who leave voluntarily, dismissal, redundancy or retirement. The weakness of this method is that it does not distinguish between categories of employees, e.g. by length of service, or whether turnover was voluntary or involuntary.

It is also important for organizational practitioners to take a record of the retention rate for experienced employees. This is also referred to as the Stability Index (SI) and is calculated as:

$$\frac{\text{Number of staff with one or more years in service} \times 100}{\text{Number employed a year ago}}$$

The stability index formula stated above is consistent with the one devised by the CIPD which is calculated as follows:

$$\frac{\text{Number of employees with one year's service (or more) now} \times 100}{\text{Number of employees one year ago}} = \text{SI}$$

The stability index is most useful in comparisons over a period or with other similar organizations. Measuring employee retention rate and the costs of turnover to the organization is vital in building a business case for thorough and effective recruitment and retention initiatives. This costing can be a part of performance appraisal ratings especially for line managers and gain top management support for employee management activities. However, it is not all turnovers that attract costs to the organization; some are indeed beneficial and cost effective as discussed in the next section.

2.4 Types of Employee Turnover

There are a few generally accepted forms of employee turnover. These include that Voluntary and Involuntary Turnover; Functional and Dysfunctional Turnover; Avoidable and Unavoidable Turnover; Internal and External Turnover; and Skilled and Unskilled Turnover. Organizations should differentiate between voluntary and involuntary turnovers and take actions on the one that they have control. Voluntary turnovers are those caused by the interest of the employee (e.g. to

take job in other organization for better salary) while involuntary turnovers are the decision of management to quit employees from work (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations. Voluntary turnovers are further distinguished between functional and dysfunctional turnovers(Taylor, 1998). Functional turnovers are the resignation of substandard performers and dysfunctional turnovers are refers to the exit of effective performers(Loquercio et al 2006).They also classified dysfunctional turnover, which is the most concern of management due to its negative impact on the organization's general performance, into avoidable turnover (caused by lower compensation, poor working condition, etc) and unavoidable turnovers (like family moves, serious illness, death, etc) over which the organization has little or no influence.

2.4.1 Voluntary Turnover

When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Curran, 2012). According to this definition the turnover is initiated by the choice of the employee. Abdali (2011), stated voluntary turnover as “The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees”. Voluntary turnover is voluntary cessation of membership of an organization by an employee of that organization (Katamba, 2011). Ronra and Chaisawat (2009), had described that voluntary turnover is the situation when an employee decides to end the relationship with the employer for personal or professional reasons. As per this description, the decision to leave the organization is associated with being unsatisfied with the circumstances of current job and having attractive alternative from other organization.

Employee turnover, as a voluntary phenomenon, refers to an individual's self-initiated and permanent termination of membership in an organization (Reiche, 2008). As this explanation the turnover occurrence is initiated by the employee his or her self and the turnover is the permanent one. This means once the employee separated from the employer, he or she does not join that organization again. Academic interest in voluntary turnover results from the fact that organizations have less control over employee initiated turnover than company-initiated discharge (Reiche, 2008). Also, since high performing employees are thought to have access to more external employment opportunities than poor performers and are therefore more likely to quit, voluntary turnover is particularly harmful for organizational performance (Reiche, 2008).

According to this idea, high performer employees have more opportunity to leave the organization.

According to Nawaz et al (2009), Voluntary Employee Turnover means when an employee leaves the company with his own intension. It might be due to better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor. This indicates that voluntary turnover is caused by better job opportunity from other organizations, existing job dissatisfactions due to different factors in the current organization, bad working condition in the current organization, and unenthusiastic behavior of manager in the current organization.

2.4.2 Involuntary Turnover

Involuntary Turnover is the turnover initiated by the organization (often among people who would prefer to stay (Ronra and Chaisawat, 2009). This type of turnover occurs when manager of the organization decides to terminate its relationship with an employee due to organizational bankruptcy or a poor fit between the employee and the organization. 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” (Abdali, 2011:3). As per this explanation the turnover is initiated by the natural phenomenon or by the organization itself. Curran (2012:11-12), define involuntary turnover as “an instance of involuntary turnover, or a discharge” that “reflects an employer’s decision to terminate the employment relationship”. This type of turnover is initiated by the employer and the relationship between employee and employer come to an end. The involuntary turnover includes retirement, death, and dismissal because of poor performance result or unethical behavior at work place, as well as resigning to take care of a lethally ill family member or movement of a spouse to another area. The employer may initiates involuntary turnover due to organizational bankruptcy, desires to decrease costs, introduction of new technology, and organizational restructure.

2.4.3 Avoidable and Unavoidable Turnover

It is also important to differentiate between avoidable and unavoidable turnover. Unavoidable turnover results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse. Avoidable turnover is something organizations can prevent by hiring, evaluating and motivating their employees more effectively

(Curran, 2012). A turnover that happens in avoidable circumstances is called 'Avoidable Turnover', where as "A turnover that happens in unavoidable circumstances is called 'Unavoidable Turnover. According to this definition, the organization first of all understands the causes of the turnover then can take corrective action to avoid the avoidable turnover. For instance, if the cause of the turnover is poor working procedure, the management of the organization can avoid the turnover by improving the working procedures. But, the unavoidable turnover such as death, permanent disability, regular retirements and likes are cannot controlled by the management of the organization.

2.4.4 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" (Abdali, 2011). The poor performer employee can leave the organization in any means and this situation is functional turnover because, the poor performer employees can be invaluable for the organization. When these poor performer employees leave the organization, the company can benefited by cutting unnecessary costs that incurred for that poor performer employees. But, when good performer employees leave the organization it negatively influences the organization by losing employees who benefit that organization.

2.4.5 Internal and External Turnover

Turnover can be classified as 'internal or 'external'. 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. According to this definition, when employees of the organization move from one position to another position or from one department to another department or within the same organization, the employee leaves the position or the department and the movement is known as internal turnover. However, external turnover is the separation of employees and employer voluntary or involuntary.

2.4.6 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 leads for incurring replacement costs as well as competitive disadvantage of the business (Abdali, 2011). In accordance of this definition, when inexperienced, unqualified, inexpert, and untalented employees leave the organization, the turnover is termed as unskilled turnover and vice versa. Employers do not worry about unskilled employee turnover because of the ease of hiring new ones. On the other hand, high turnover of skilled employees pose a risk to the business and ultimately in the organization in the form of human capital lost. These include skills, training and acquired knowledge. Since these specialized employees have skills that are relatively scarce and can be re-employed within the same industry, their leaving can act as a competitive disadvantage to the organization in addition to the cost of replacing them (Emeka and Ikemefuna, 2012). In general organizations face low risk with the unskilled turnover and face high risks with the skilled turnover.

2.5 Factors Affecting employee turnover

There are several reasons why people quit from one organization to another or why people leave. Employees move from one organization to the other and from one industry to the other for different reasons. Sometimes it is the attraction of a new job or the prospect of a period outside the workforce which 'pulls' them like higher salary or better benefits; on other occasions they are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. Sometimes it is mixtures of both pull and push factors. Generally, these factors can be divided into Economic, Psychological and demographic factors influencing turnover.

2.5.1 Economic factors

According to Mueller and Price (1990), pay is considered as a part of the sanctions system used by the organization to motivate employees to be in compliance with its regulations and rules. Pay satisfaction was examined to be negatively correlated with intention to leave, since it was positively correlated with job satisfaction (Lum1998). Mano et al. (2004) argues that employees quit from an organization due to economic reasons. Even though compensation has ranked among the top contributors to employee job satisfaction, it is unlikely that employees view it in isolation from other factors. Griffeth(et al 2000) noted that pay and pay-related variables have a

modest effect on turnover. Their analysis also included studies that examined the relationship between pay, a person's performance and turnover. They concluded that when high performers are insufficiently rewarded, they quit. If jobs provide adequate financial incentives it is more likely that employees will remain with the organization and vice versa. While pay and benefits alone is not a sufficient condition for a high satisfaction, it is a necessary condition for the same. This is true because employees want pay systems that they perceive as just, unambiguous, and in line with their expectations.

Robbins (1988), Okumbe (2001) and Scheir (1988) assert that in determining compensation levels, organizations must be conscious of the prevailing market rates to ensure fairness and equity in compensation. Okumbe further, asserts that organizational indifference on going rate or going range will affect negatively on efforts meant to attract and retain the required staff. When people are paid well they are able to live well and are able to meet their daily needs, concentrate at their places of work, and accomplish the tasks assigned to them (Lawler, 1981). Perceived going rates will also increase levels of productivity and efficiency. Typically, the more money an employee makes, the more satisfied he will be overall. However, many studies have shown that compensation alone will not guarantee employee satisfaction. Even highly compensated employees may be dissatisfied with their jobs, and employees with low levels of pay may still be quite satisfied with their jobs for reasons other than compensation.

The relationship between training and turnover can be traced back to the Human Capital theory, which proclaimed that education is an investment in human capital which can increase the quality of an employee (Becker, 1993). It is often assumed that the level of education has a positive effect on the probability of job mobility since high education is often associated with better labor-market alternative (Royalty, 1998). Gardiner and Whiting (1997) indicate some well-established research results which indicate that the altered behaviors brought about by learning with not only improve the job performance but also the satisfaction of employees. Pool (2000) and Hall (2001) suppose that during the process of encouraging employees to want to learn, it is necessary for the existence of an organizational culture to support the learning. Efficiency of learning can allow employees to firmly possess the skills about personnel companionship interaction and correct social manners so that it is available to boost morale and

reduce the absence rate and job alternation rate. Hence the turnover rate will be low if there are training opportunities in the organization. Career advancement opportunities were reported as an important aspect to employee job satisfaction in the journal of human resource article (2005). Employees who are more highly educated are however more likely to leave because education is a form of human capital that can easily be used in other organizations. With specific human capital, the opposite is true. As education and training limit employees opportunity of finding another job in the job market, they are regarded as significant factors affecting intention to leave (Stolzenberg, 1975).

2.5.2 Psychological factors

Psychological factors refer to the employee's mental process and behavior, such as expectations, job satisfaction, organizational commitment and job involvement or affectivity. According to Mueller & Price, (1990) conceptualizing turnover psychologically deals with factors that are influenced by employee's emotions, attitudes or perception. The psychological school of turnover may be classed as voluntary, as they emphasize the role of individual choice and often includes only those dimensions related to work issues and thus they neglect non-work factors as reasons for leaving work (Lee et al., 1996). A psychological contract refers to an individual's beliefs regarding the terms and conditions of a reciprocal exchange agreement between that person and another party (Rousseau, 1989; Farmer & Fedor, 1999). The concept of the psychological contract is based on the insight that the employee's motivation and the level of their performance have to be maintained by the organization through incentives and rewards (Brinkmann & Stapf, 2005).

Job satisfaction is a collection of positive and/or negative feelings that an individual holds towards his or her job. According to Tett and Meyer (1993) high job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover. However, Weitz (1952) argued that job dissatisfaction would be more predictive of turnover if it was considered in the light of an individual's predisposition to be satisfied with everyday life events. Spencer and Steers (1981) found a strong negative relationship between job satisfaction and turnover only for employees who were relatively low performers. They observed that high performing employees who became dissatisfied were encouraged to stay by receiving whatever inducements could be provided to change their feelings. Whereas, low performers received no such encouragement,

therefore, job satisfaction was more likely to be related to quitting for them than for the high performers. Mobley et al (1978) found that job satisfaction negatively effects turnover intent, and turnover intent directly impacts voluntary turnover. According to the Society for Human Resource Management journal April-June 2009, job dissatisfaction can contribute to multiple organizational problems and has been associated with increased levels of turnover and absenteeism, which ultimately cost the organization in terms of low performance and decreased productivity. Consistency of the negative relationship between job satisfaction and turnover has led the investigators to look more closely at other factors that might be related to issues of turnover and job satisfaction.

Intrinsic factors of job satisfaction are those that are associated with the employees' job and are within the management control. They include variables such as recognition, flexibility, position, career growth prospects, nature and kind of job, job security, supervisory support and working environment. Job stress contributes to job dissatisfaction and includes variables such as role ambiguity, role conflict, work-overload and work-family conflicts. Other factors which make employees quit from organizations are poor hiring practices, managerial style, lack of recognition, lack of competitive compensation systems in the organization and a toxic workplace environment (Abassi e al. 2000).

2.5.3 Demographic factors

Demographic variables are also known as personal characteristics and are widely used in turnover research (Price, 1995). Despite a wealth of research, there appear to be few characteristics that meaningfully predict turnover, the exceptions being age and tenure which were examined to have a direct impact on intention to leave.

Age has been found to be negatively correlated with the probability of job turnover intent (Henneberger& Souza-Poza, 2007). Based on the matching theory, younger people have an experimental stage at the beginning of their professional life. A change is less attractive, since the available time to redeem the costs associated with a job turnover diminishes with age. Emphasizing the turnover rate amongst employees, McGlaham (2006) remarks that the mobility rate is such that a young employee entering the work force after graduation can expect to have an average of twelve different jobs by the time such an employee attains the age of 40 years.

Various studies examined the effect of gender on job mobility .Griffeth et al. (2000) cited evidence that gender moderates the age-turnover relationship. Social-psychological studies e.g. Crosby (1982) and Mueller &Wallance (1996) show organizational and job satisfaction to be equal between women and men. Economic studies however e.g. Clark (1997) and SouzaPoza(2007) concluded that due to the lower expectations of women about their careers, they seem to have a higher job satisfaction on identical jobs than men, which generally reduces job turnover inclinations.

2.5.4 Others External factors influencing turnover

External factors are those factors that are out of the organizations control and include factors such as external opportunity, macroeconomic environment and globalization. External opportunity refers to the availability, attractiveness and attainability of alternatives in the environment. The interaction of supply and demand forces in the economy must be taken into consideration in measuring external opportunity. The availability is mainly about the number of opportunities outside the organization, attractiveness refers to the pay levels of such opportunities while attainability is the possession of the skills required on the job (Mueller & Price, 1990).It therefore follows that numerous higher paid jobs for which a worker is qualified should produce a greater turnover. Research findings by the Harvard Business School (2000) and cited in Birt et al. (2004) indicate that, despite the high levels of current commitment to both the organization and the job, the phenomenon of market-driven turnover is paramount amongst high performing employees.

Research findings by the Harvard Business School (2000) and cited in Birt et al. (2004) indicate that, despite the high levels of current commitment to both the organization and the job, the phenomenon of market-driven turnover is paramount amongst high performing employees. The research further states that, employees base a decision to leave on the availability of better external employment offers. McClelland (2002) asserts that economic growth imposes a lot of challenges on retention practices and turnover management by human resource managers. One of these challenges is the frequency of recruitment and turnover rate of skilled employees within a pool of depleted labour market and the attendant costs. With acute shortage of skilled manpower in a rapidly growing economy, the competition for the few available skilled employees becomes

intense among organizations and this provides opportunity for job hopping amongst skilled employees. Worldwide, the search for skilled employees is on because job hopping among skilled employees is inevitable as alternative employment opportunities continue to exist (Czakan 2005).

According to Burmeister (2007), the increased international capital flows that characterize globalization have led to increasing global flows of migrant labour. As a consequence, many countries are competing in the international labour market to attract and retain skilled employees. This has badly affected labour markets, with professionals and other skilled employees from all sectors of the economy migrating to advanced economies in Europe, and America. With increased employee mobility in an increasingly shrinking global village, people are able to transfer their skills to the highest bidder or the location they find most attractive. Burmeister (2007) asserts that globalization has intensified the search for skilled employees as innovative, internationally experienced individuals are sought after as competition becomes increasingly global. Burmeister (2007) further argues that globalization has accelerated skills transfer across national borders and limited the ability of countries to manage their human resources independent of international norms. The global job market provides international job opportunities that cause the brain drain from which the receiving countries benefit mostly. However, not all turnovers result from job opportunities abroad; some respond to the performance of the national economy thereby facilitating job mobility within local organizations.

2.6 Staff turnover and its effects on performance

Management's interest in labor turnover is strongly related to the business cycle (Gaudet, 1960; Pettman, 1975). Under conditions of economic decline when the demand for labor is decreasing, turnover is not so much considered a problem, as rather a blessing for the prosperity of the individual, the firm and society. Thus, in the 1980s when western economies saw high unemployment rates, one could observe the rise of outplacement agencies, mobility centers, the promotion of 'employability' and the destruction of internal labor markets. Some writers even sensed the wake of a jobless economy (Bridges, 1994). In the 1990s, when the labor market became tenser and labor scarcity grew, the emphasis shifted towards the detrimental effects of turnover (White, 1995; Branch, 1998; Moody, 2000; Stein, 2000). The inescapable message of the consultants' literature was that the costs of labor turnover were considerable: ranging from 50

per cent of an annual salary till 175 per cent in case of some IT and marketing experts (Buckingham, 2000). Such publications show only a one-sided interest in the costs of labor turnover and neglect other effects. Additionally, in most cases the claims put forward also lack an empirical basis. This article aims to contribute to the empirical analysis of the effects of labor turnover.

Studies that take labor turnover as an independent *variable* are relatively scarce. The publications on the costs of labor turnover that are available mostly only convey a normative message. They often aim at presenting different dimensions of costs and formulas for how to do the accounting, but generally lack a quantitative analysis of the effects on firm performance. (Gaudet, 1960; Flamholtz, 1974; Cawsey&Wedley, 1979; Blakeslee et al., 1985; Tziner&Birati, 1996). This unbalance in the research of labor turnover was already noted as early as 1982 by Mobley who wrote that ‘relative to the causes of turnover, consequences have been underemphasized’ (Mobley, 1982:31). In 1980 Staw explicitly pointed to the potential danger of a research practice concentrating on the causes of labor turnover while neglecting its effects: such research is based on the assumption that turnover is an important organizational problem and, consequently, should be reduced. Hence, potential positive effects for the organization are overlooked (Staw, 1980). In the decades to follow the research on turnover did not change its direction. Similar to Staw’s analysis from 1980, nine years later Mueller and Price (1989: 389) again pleaded for research into the consequences of turnover rather than into its determinants. Nevertheless, in the 1999 special issue on labor turnover of the Human Resource Management Review (1999) all papers treat turnover as a dependent variable and none as an independent one. “While thousands of studies have investigated why employees choose to leave their jobs, very little research has directly examined the organizational consequences associated with voluntary employee turnover”, Williams (1999: 549) complains in this issue. And: “While there is an immense literature covering the subject of personnel turnover, there is a paucity of writing on the impact of turnover on the organization”(Hutchinson et al., 1997, 3202). It is significant that both Williams and Hutchinson mention not even one relevant title. Even a recently conducted meta-analysis of the domain – ‘a final review of turnover research conducted in the 20th century’ – is explicitly limited to the antecedents of turnover and not paying any attention to its effects (Griffeth et al., 2000).

There is some debate in the literature about how far employers should be concerned about turnover levels. Some writers have emphasized the potentially positive effects of a continuous transfusion of fresh blood into the organization. As cited by Stephen Taylor, Carell et al (1975:777) distinguish between functional and dysfunctional turnover, and suggest that the former serves to promote innovative ideas and methods and can thus renew a stagnating organization, while Hom and Girffeth (1995:27-30) also draw attention to research that has shown functional turnover to be commoner than the dysfunctional form. The net result is an improvement in productivity as poorer employees quit, leaving a higher proportion of good performers to enhance organizational effectiveness. They also note that high turnover gives employers more opportunity to promote and develop valued staffs and reduces the need to make costly redundancy when there is a downturn in business (Taylor et al 1998).

2.7 Theoretical Framework about Employee Turnover

Generally, all costs related to the leaving and replacement of employees can be considered to be costs of labor turnover. These embrace not only the costs of recruitment and selection. As early as 1960, Gaudet (1960: 39-47) put forward a rather comprehensive list of turnover costs with items such as advertising, college recruiting, applicant's travel expenses, medical examinations and psychological testing, recruitment awards for employees, and 'hotel entertainment'. The costs of these items can be accounted for, and the same roughly holds for the loss of sales because of vacancies and higher average pay due to extra overtime. More difficult to estimate are the extra expenditures for training and learning contextual skills, because these include also the costs of coaching, supervision and the loss of quality and product output. Even more complicated is the accounting for items like the loss of team productivity, the loss of effectiveness of informal communication and coordination processes and a decreased motivation of those employees who are left behind (Mobley, 1982: 20-21). Sailors & Sylvestre (1994: 32) estimated the costs of labor turnover to US companies "to be several billion dollars per year" of which 20 percent consists of direct turnover costs and 80 per cent of costs that can be associated but are not directly visible.

A particular perspective on the negative effects of turnover is provided by the resource-based theory of strategic human resource management (Prahalad & Hamel, 1990; Barney, 1991; Ulrich, 1991) and the related ideas on high commitment HRM (Beer et. al., 1984; Guest, 1997).

According to these theories, a motivated workforce can really make a difference when competing in the market. Dedication to the organization's goals, knowledge of the firm's internal processes, its suppliers and customer relations is supposed to produce high performance (Herman, 1997). A high turnover rate is contradictory to high performance because it shows that one of the core conditions of high performance – i.e. a highly committed workforce – is not met. Additionally, high commitment HRM requires long periods of training and socialization. Consequently, it will take more time before the break-even point between investments in human capital and the returns to these investments is reached. Therefore, in a context of high commitment HRM the costs of labor turnover will be relatively high.

This chapter presented a review of related literature that focused on the defining staff turnover, reasons for employee turnover, measuring staff turnover, types of employee turnover, staff turnover and its effects on performance and theoretical background and hypotheses on staff turnover costs. The following chapter describes the procedures and methodology used for data collection and analysis of the study.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The primary focus of this chapter is to provide an overview of the research methodology used to answer the research problems. Hence, the research design, the data sources, the sampling technique and data processing and analysis procedures discussed below.

3.2 Research Design

The research design helps the researcher to obtain relevant data to fulfill the objectives of the study (Churchill and Iacobucci, 2002). It is the structure that specifies the kind of information to be collected, the source of data and the data collection procedure. An examination of research literatures suggests that research design can be classified according to the research objectives or the type of research being employed.

The research used a descriptive approach. According to (Zikmund 1984; 55) descriptive research is essential to describe characteristics of objects, people, groups, organizations, or environments. It tries to “paint a picture” of a given situation by addressing who, what, when, where, and how questions. The researcher interested to assess of staff turnover from the perspective of employees in BHIDO and to describe the existing condition and preferred to use descriptive research design. Since, the main objective of this study was assessing staff turnover from the perspective of employees in Bright Hope Integrated Development Organization; the researcher employed both quantitative and qualitative research design. Qualitative method is appropriate and relevant to gather varieties of data and reveal the current state of turnover, the major causes, consequence and effects. While Quantitative design used to measure the frequency of various views to achieve the objective of this study. Descriptive statistics (Mean, frequency distribution and percentage) are also used to summarize response of the major causes of staff turnover and the subject were assessed and quantified by using 5-point likert scale method.

3.3 Source of data and Data collection tools

In order to generate relevant data for this study, both primary and secondary data sources were considered. Primary data is the information that the researcher finds out by him/herself regarding a specific topic. The main advantage with this type of data collection is that it is collected with

the research's purpose in mind. This means that the information resulting from it is more consistent with the research questions and purpose (Biggam2008).

With regard to primary data, the data collected by using structured questionnaire containing both close and open-ended questions, to enable respondents to comment freely on any aspect. The questionnaires were organized by using Likert scale ranging from 1 to 5 and it was prepared both English and Amharic language for the sake of respondents' convenience. A cover letter also attached to the questionnaire, which can explain the purpose of the study, ethical consideration such as anonymity, confidentiality, and it also be highlighted that the participation was on voluntary basis. Employees were informed that the purpose of the study was to assess the major causes of staff turnover in BHIDO and to provide possible recommendations and there was no right or wrong answers to questions included in the survey.

Secondary data serves researchers with the opportunity to better understand and explain the research problem. Thus, it is very important to start a review of the existing data with a clear mindset of what it is that one wants to accomplish with the study. This help the researcher save time and effort because he/she can easily discard data that has no relevance for its own study. This can result in information that can only be used partially for a specific study.

The secondary data of this study is compiled from many sources like reviewing human resource policies and manuals, performance and appraisal forms, organizational structures, training and development manuals of the organization. These data are used to get better insight on the research topic, to establish the viable platform for the theoretical framework constituting the bases of this research, and to design the sample frame and questionnaire for retrieving the primary data.

For primary data collection, questionnaires were completed by selected staffs. Two types of structured questionnaires (one for line management and the other for non-management staff) was prepared and distributed to the line management and non-management staffs.

To conduct the assessment, primarily structured questionnaires prepared. Most information necessary for the assessment was obtained through those instruments. The questionnaires were prepared following a logical pattern in order to enable respondents to give appropriate information and to measure respondents' attitudes. Personally identifiable information (e.g. name of participants) was not collected.

3.4 Sampling Techniques

The study was specifically concerned with Addis Ababa and Nazereth project offices of BHIDO where there are 86 employees. For existing employees of the organization, since the number of the study population was small & manageable, the study employed the census method and considered the entire population as the subject of study. For ex-employees who terminated from the organization in very recent years, the researcher used non probability sampling i.e., Convenience sampling method has been used. The researcher designed & distributed a questionnaire to gather primary data from employees of BHIDO in Addis Ababa and Nazereth project offices. The questionnaire distributed to all of the employees. To substantiate the information obtained through the questionnaire, the researcher conducted an interview with the managers and ex-employees.

3.5 Analysis of Data

Data collected from both primary and secondary sources were analyzed by using Statistical Package for Social Science (SPSS) software version 20.0. First the relevant data was coded and transferred to SPSS to be summarized, analyzed and presented. The researcher edited the collected raw data to detect errors, omissions, checking to know whether each question is answered or not. The response of respondents was presented and analyzed with quantitative nature.

3.6 Ethical Consideration

Researchers need to anticipate the ethical issues that may arise during their studies (Hesse-Biber & Leavey, 2006). Research does involve collecting data from people and about people (Punch, 2005). Researchers need to protect their research participants, develop a trust with them,

promote the integrity of research, guard against misconduct and impropriety that might reflect on their organizations or institutions, and cope with new challenging problems (Isreal& Hay, 2006).

Therefore, respondents are assured that the information which they provided is confidential and used for academic purpose only. The data gathered in process of the study also kept confidential and won't be used for any personal interest. The study was controlled to be within acceptable professional ethics.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND INTERPRETATION

In this chapter the data obtained on an assessment of staff turnover from the perspective of employees from organizations' report and data collected through questionnaires from employees currently working in BHIDO at Addis Ababa and Nazeret project offices and responses from terminated employees are analyzed, presented and interpreted by using descriptive statistics.

4.1 Existing Staffs Profile of the BHIDO

The staff profile of the BHIDO as of Dec 31, 2015, indicates that there are 86 employees who have employment contract with the organization. These 86 employees are found in two different offices. The table shown below illustrates the total number of staffs and the proportionate share of each office. Besides, the table also indicates the total number of staffs and their corresponding service year. For instance, for its more than five years of service, the BHIDO has only 6 peoples (or 7% of the total employees) who has a service year of 5 year or more. On the other hand, 33% of the employees (28 in number) are new blood to the organization, i.e. they are under one year of service.

Table 4.1: Existing Staffs Profile by Service Year and by Office

Service Year	Addis Ababa	Nazeret(Adama)	Total	%
> 5 Year	4	2	6	7%
3-5Year	6	9	15	17%
2-3 Year	7	5	12	14%
1-2 Year	14	11	25	29%
<OneYear	15	13	28	33%
Total	46	40	86	100%
Percentage	53%	47%	100%	

The second analysis was made by categorizing termination of employees based on their service years. The analysis of the finding figures depict that most of the employees are terminated /resigned from the BHIDO during the first months or few years of their employment period (less than a year stay in the BHIDO) and which accounts to 50% (11 employees) followed by the termination/resignation of staffs whose service year is greater than one year but less than two year service. This category accounts to 31.82 % (7 employees). The following table portray the proportion of staffs resigned based on service Years. Employees voluntarily resign their appointments in organizations various reasons which can be classified into two: pull and push factors. The pull factors, according to Sherratt (2000: 38) include the attraction of a new job especially in a growing economy. In such cases, it is the availability of alternative jobs that attracts an employee to withdraw from a particular organization. The push factor may be

dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere. All turnovers were initiated by the choice of the employee.

Table 4.2: Terminated Staffs Profile by Year of service

Service Year	No of Terminated Staffs	Percent
Less than 1 Year	11	50%
1 - 2 Year	7	31.82%
2 - 3 Year	1	4.54%
3 - 5 Year	2	9.09%
> 5 Year	1	4.54%
Total	22	100%

The third type of analysis is made based on termination/ resignation of staffs by position of employees. As shown on the below table, the highest termination/resignation was for the Officer position which accounts 45.45% or 10 employees. The proportion of terminated staffs to existing staffs based on position, however, indicates that both the Coordinator and the Officer Positions are also susceptible to staffs turnover as both of them have accounted to 37.5% and 41.67% accordingly. The least termination /resignation were the Manager position and only two employees (account to 9.09%) were resigned from this position. The “other” section of the below table includes guards, drivers, cleaners, receptionists, cooks, etc. However, the “Proportion of Resigned staffs to Existing staffs” column indicates the total number of staffs resigned from each department in comparison with the number of existing staffs of the respective departments. This figures measures which department is really susceptible to high staff turnover.

Table 4.3: Terminated staffs by Position since 2014

Position	No of Resigned Staffs	Percent	Existing Staffs	Proportion of Resigned to Existing
Manager	2	9.09%	5	40%
Coordinator	3	13.64%	8	37.5%
Officer	10	45.45%	24	41.67%
Assistant Officer	3	13.64%	14	21.43%

Others	4	18.18%	35	11.43%
Total	22	100%	86	25.58%

4.2 Analysis of Data Gathered through Questionnaire

In this section the collocated data are analyzed and interpreted. To maximize the diversity of the ideas and attitudes, three types of questionnaires were distributed to the terminated employees, existing employees and management staffs. Besides, in order to gather sufficient information about the BHIDO, the questionnaires were also sent to two offices, i.e. one to the country office at Addis Ababa project and the other to Nazeret project field office. In general, 108 questionnaires (80 for existing employees, 6 for management staffs and 22 for former staffs who have left BHIDO) were distributed. Out of 108 questionnaires, 84.3% of the questionnaires (or 91 questionnaires i.e. 72 for existing employees, 5 for management & 14 for former staffs) were collected. The general characteristics of the respondents and their opinion about the BHIDO are presented in the following sections.

4.2.1 General Characteristics of the Respondents

The general characteristics of the respondents include both personal and professional characteristics. The table shows the respondents' general characteristics about sex, age, marital status, educational qualification, work experience and their position in the BHIDO.

Out of the total 91 respondents, 14 (15.38%) of them are resigned staffs, 5 (5.49%) management staffs, and 72 (79.12%) are non management existing staffs.

Out of 91 respondents 62 (68.13%) and 29 (31.87%) were males and females respectively. With regard to age; the majority of the respondents i.e. 42 (46.15%) are young and between the age of 20-30. Concerning the marital status of the respondents 45.05% (41) of them are married, 49.45% (45) are single and 4.39% (4) of them are divorced respectively. There remains 1.1% (1) of them are widowed. Marital status has great influence on employees' turnover. Employees who have married, have children, and have stabilized family life situation prefer to stay in organization areas that they stabilized their family life. However, employees who do not married and free to move from place to place can have more chance to exercise turnover. With regard to educational

qualification of the respondents 46 (50.55%) are first degree holders, 24(26.37%) are diploma, 10 (10.99%) are certificate & 2nd degree respectively. The remaining 1(1.1%) has a PhD degree. The following table 13 depicts the general characteristics of the respondents.

Table 4.4: General Characteristics of Respondents

Item No	Description	Terminated staffs		Management Staffs		Existing Staffs		Total	
		Number	%	Number	%	Number	%	Number	%
1	Age								
	20-25 Year	1	7.14%	0	0%	7	9.72%	8	8.79%
	25-30 Year	5	35.71%	0	0%	29	40.28%	34	37.36%
	31-35 Year	4	28.5%	0	0%	21	29.2%	25	27.47%
	36-40 Year	3	21.42%	3	60%	10	13.9%	16	17.58%
	Above 40	1	7.14%	2	40%	5	6.9%	8	8.79%
	Total	14	100%	5	100%	72	100%	91	100%
2	Sex								
	Male	9	64.3%	4	80%	49	68%	62	68.3%
	Female	5	35.7%	1	20%	23	32%	29	31.7%
	Total	14	100%	5	100%	72	100%	91	100%
3	Marital Status								
	Married	8	57.14%	5	100%	28	38.9%	41	45.05%
	Single	5	35.71%			40	55.55%	45	49.45%
	Widowed		0%			1	1.39%	1	1.1%
	Divorced	1	7.14%			3	4.16%	4	4.39%
	Total	14	100%	5	100%	72	100%	91	100%
4	Educational Level								
	Certificate	2	14.3%			8	11.11%	10	10.99%
	Diploma	4	28.6%	1	20%	19	26.39%	24	26.37%
	First Degree	6	42.8%	2	40%	38	52.78%	46	50.55%
	2 nd Degree	2	14.3%	2	40%	6	8.33%	10	10.99%

	PhD					1	1.39%	1	1.1%
	Total	14	100%	5	100%	72	100%	91	100%
5	Year of service in BHIDO								
	< 1 year	6	42.86%			23	31.94%	29	31.87%
	1 to 2 year	4	28.57%	3	60%	34	47.22%	41	45.05%
	2 to 3 year	3	21.43%	2	40%	8	11.11%	13	14.28%
	3 to 5 year	1	7.14%			5	6.94%	6	6.59%
	> 5 Year					2	2.78%	2	2.2%
	Total	14	100%	5	100%	72	100%	91	100%
6	Position in BHIDO								
	Manager	1	7.14%	3	60%	5	6.94%	9	9.89%
	Coordinator	3	21.43%	2	40%	8	11.11%	13	14.29%
	Officer	6	42.86%			20	27.78%	26	28.57%
	Assistant Officer	3	21.43			11	15.28%	14	15.38%
	Others	1	7.14%			28	38.89%	29	31.87%
	Total	14	100%	5	100%	72	100%	91	100%

As to years of service in the BHIDO, 41 (45.05%) has service year of 1 to 2 years, 29(31.87%) has less than a year, 13(14.28%) has 2-3 year of service, 6(6.5%) has 3-5 service year and 2(2.2%) has greater than 5 year of service. Concerning of position in the BHIDO, 9(9.89%) are Managers, 13 (14.29%) are Coordinators, 26 (28.57%) are Officers, 14 (15.38%) are Assistant officers and 29(31.87%) are others which includes guards, drivers, cleaners, receptionists, etc.

The above section (table 4.4) described the frequency distribution of respondents' personal or demographic characteristics. Demographic characteristics (sex, age, working experience, education level and marital status) described by using frequency and percentage. Respondents' view about intensity of employee turnover in their organization, level of their satisfaction with their involvement in organizational decision making and level of their satisfaction with payment, and about the relationship between their personal skills and the skills needed to perform the work is described using descriptive statistics. Based on the information, we can infer that the majority of employees currently working in the BHIDO are male. Various studies examined the effect of gender on job mobility .Griffeth et al. (2000) cited evidence that gender moderates the age-

turnover relationship. Social-psychological studies e.g. Crosby, (1982); Mueller &Wallance, (1996) show organizational and job satisfaction to be equal between women and men. Economic studies however e.g. Clark, (1997); SouzaPoza, (2007) concluded that due to the lower expectations of women about their careers, they seem to have a higher job satisfaction on identical jobs than men, which generally reduces job turnover inclinations. There is only one respondent who has more than 40 years old. Therefore, almost 93.1 % of current employees at the organizations are less than age group of 40 years. So, the majority of current employees are young professionals. Age has been found to be negatively correlated with the probability of job turnover intent (Henneberger& Souza-Poza, 2007). Based on the matching theory, younger people have an experimental stage at the beginning of their professional life. A change is less attractive, since the available time to redeem the costs associated with a job turnover diminishes with age. Emphasizing the turnover rate amongst employees, McGlaham (2006) remarks that the mobility rate is such that a young employee entering the work force after graduation can expect to have an average of twelve different jobs by the time such an employee attains the age of 40 years.

The majority of the respondents have been working for more than six years in the organizations. So, this is significant for the soundness of the data that provided by the respondents since those who have more stayed in the organizations know more about the organizations and assumed to be they can offer precise information. Based on the respondents response on their marital status obtained, it can be possible to generalize that employees of the organizations are mostly single and being married may be advantageous for the organizational goal achievement because married employees are more stable to stay in the organization than single employees.

4.2.2 Views of former employees about the BHIDO

This section analyzes terminated staffs view about the BHIDO from two perspectives. The first perspective is based on individual respondent insight about his/her personal opinion regarding their job, salary, relationship with others and his/her general feelings. The second perspective is based on the general environment of BHIDO including what they have heard from others and what he/she observed during his/her stay in the BHIDO and in comparison with other similar organizations.

Pre-placement orientation or induction is given by the BHIDO at the time of employment. The orientation package includes the BHIDO background information, personnel policy and procedures; finance and grant management, working conditions and environment, mandatory reporting, etc. The orientation is given by the respective department staffs.

Table 4.5: Ex staffs Pre-Placement Induction/Orientation rating

Rate	Number of Respondents	Percent
Bad	7	50%
Fair	3	21.43%
Good	2	14.28%
Very Good	1	7.14%
Excellent	1	7.14%
Total	14	100%

Terminated staffs outlook about the induction program of the BHIDO is rated as excellent by 7.14% (1), Very good 7.14% (1), Good 14.28% (2), Fair 21.43% (3) and 50 % (7) rated as Bad. Having sufficient information about the history and status of the job, the existing relationship between beneficiaries, regulatory bodies, donors and other agencies is crucial for the successful implementation of programs. Besides, this reduces the time required by an employee to adapt the job and working environments. This can be achieved by obtaining necessary handover through documents and personal discussion with predecessor. In addition to that, an employee orientation process is a means of introducing a new hire to the organization and providing an overview of how it operates. An effective orientation serves to adapt the employee and speed up the time it takes for them to become a productive member of the organization. It can also increase the employee's comfort level regarding his/her decision to join the organization. In this regard, the BHIDO needs to do more to achieve the highest satisfaction standard in orientation specially to reduce early terminations.

As shown on the table below (table 6), Terminated staffs were requested to rate their relationship with their immediate supervisors. The terminated respondents have rated their relationship with their immediate supervisor in the following manner. Out of 14 respondents 2 (14.28%) had excellent, 5 (35.72%) very good, 4 (28.57%) good, and 3 (21.43%) rated as bad. From the illustration one can conclude that most employees have no problem with relationship with their

immediate supervisors at BHIDO and it may not reason for turnover. Research has shown that dissatisfaction with the immediate supervisor is a strong predictor of unionization attempts as well as of employees' leaving an organization. In unionized settings, a positive employee-supervisor relationship was found to be a necessary condition for effective union-management relationships. Thus supervisors who act poorly toward workers put their organizations at risk(Business Alignment Strategies, 2010).

Table 4.6: Relationship of terminated staff

Rate	Number of Respondents	Percent
Bad	3	21.43%
Fair	0	0%
Good	4	28.57%
Very Good	5	35.72%
Excellent	2	14.28%
Total	14	100%

With regard to terminated staff's grievance with immediate supervisor,as shown on the table below (table 7), out of the total 57.14 %(8) were made grievance with their supervisors & the remains 42.86 %(6) replied "No" for the question "Have you ever made any grievance to your supervisor?"

Regarding on an employment payment, out of the total 14 respondents, 92.86% (13) of them are not happy with the payment while 1 (7.14%) responded as they have been paid well.With regardto work load in terms of normal 8 hour work per day, most of the ex-staffs 57.14% (8) responded that the work load was beyond normal 8 hour work while 2 (14.29%) says it was under normal condition. Similarly of 14 respondents, 85.72% (12) of them complain that the salary they have been paid does not compensate the work load while 14.28% (2) says salary compensate workload was good.This information indicates that the majority of the respondents are dissatisfied with the pay they are getting for the work done from their organization. Being dissatisfied with reward system of the organization may result in looking for other organizations which have satisfactory reward system. As to responsibility in terms of capacity, out of 14 ex-staffs, 8 (57.14%) of respondents claims that they were working below their capacity, 4 (28.57%)

beyond their capacity and 2 (14.29%) agree that they had worked within their capacity. From the response one can infer that employees are dissatisfied with organizations' payment and monetary reward system at BHIDO. Robbins (1988), Okumbe (2001) and Scheir (1988) assert that in determining compensation levels, organizations must be conscious of the prevailing market rates to ensure fairness and equity in compensation. Okumbe further, asserts that organizational indifference on going rate or going range will affect negatively on efforts meant to attract and retain the required staff. When people are paid well they are able to live well and are able to meet their daily needs, concentrate at their places of work, and accomplish the tasks assigned to them (Lawler, 1981). Perceived going rates will also increase levels of productivity and efficiency. Typically, the more money an employee makes, the more satisfied he will be overall. However, many studies have shown that compensation alone will not guarantee employee satisfaction. Even highly compensated employees may be dissatisfied with their jobs, and employees with low levels of pay may still be quite satisfied with their jobs for reasons other than compensation.

Table 4.7 Terminated staffs rating about grievance, pay, workload & responsibility

	Rate	Number of Respondents	Percent (%)
1	Have you ever made any grievance to your supervisor?		
	Yes	8	57.14%
	No	6	42.86%
	Total	14	100%
2	Do you think that you have been paid well?		
	Yes	1	7.14%
	No	13	92.86%
	Total	14	100%
3	Work load in terms of normal working hours per day?		
	Normal	4	28.57%
	Beyond	8	57.14%
	Under	2	14.29%
	Total	14	100%
4	Responsibility in terms of capacity		
	Below	8	57.14%

	Within	4	28.57%
	Beyond	2	14.29%
	Total	14	100%
5	Do you think that the salary that you get compensate your work load?		
	Yes	2	14.28%
	No	12	85.72%
	Total	14	100%

Regarding to the working environment, no one has rated the working environment as excellent, however, 2 (14.29%) rated as very good, 5 (35.71%) moderate or good, 4 (28.57%) fair and 3(21.43%) as bad. Of these 14 respondents, 8 (57.14%) of them replied that the environment condition is one of the reasons for their resignation, while 6 (42.86%) replied that this does not any contribution to their resignation. Employees of an organization may do have many attitudes about their work and their working environment. Aziri (2011), defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this definition even though job satisfaction is under the pressure of many external factors, it remains something internal factors that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of one’s job as achieving or facilitating the achievement of one’s job values (Ping He, 2008). According to Randhawa (2007), high job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover. He argued that job dissatisfaction would be more predictive of turnover. Curran (2012:16) defines job satisfaction as “all characteristics of the job itself and the work environment which employees find rewarding, fulfilling and satisfying, or frustrating and unsatisfying”. Individuals will be satisfied with the job when their expertise, abilities, knowledge and skills are fairly utilized by the organization and when the organization grants opportunities of advancement and rewards.

Table 4.8 Terminated staffs View about Working Environment

	Rate	Number of Respondents	Percent (%)
1	Working environment?		

	Bad	3	21.43%
	Fair	4	28.57%
	Good	5	35.71%
	Very good	2	14.29
	Excellent	0	0%
	Total	14	100%
2	Impact of environmental condition on resignation?		
	Yes	8	57.14%
	No	6	42.86%
	Total	14	100%

In this section terminated staffs are requested to rate based on what they have heard or observed from others and as far as possible in comparison with other similar organizations. All respondents have at least two years work experience before joining BHIDO and, therefore, believed that they have sufficient information to judge the organization. The following table depicts the percentage summary of the respondents.

Table 4.9 Terminated staffs view from general observation

	Rate	Number of Respondents	Percent (%)
1	Working condition?		
	Bad	3	21.46%
	Fair	8	57.14%
	Good	2	14.26%
	Very good	1	7.14%
	Excellent	0	0%

	Total	14	100%
2	Relationship among staffs?		
	Bad	0	0%
	Fair	5	35.71%
	Good	9	64.29%
	Very good	0	0%
	Excellent	0	0%
	Total	14	100%
3	Benefits and compensation in comparison with other similar Organizations?		
	Bad	8	57.14%
	Fair	2	14.28%
	Good	3	21.43%
	Very good	1	7.14%
	Excellent	0	0%
	Total	14	100%

With regard to the general working condition of BHIDO (table 9) out of 14 respondents, no one has said the working condition in BHIDO was excellent. Among the respondents 1 (7.14%) replied as very good, 2 (14.26%) as good, 8(57.14) fair and 3 (22.46%) as bad. Concerning relationship among staffs, no one has also rated the relationship as excellent and very good. The remaining respondents 9 (64.29%) rated it as good, and the remaining6(35.71%) rated as fair. No one is also said the working condition in BHIDO was bad. Concerning benefits and compensation of BHIDO no one has rated it as excellent, but 1(7.14%) very good, 3 (21.43%) good, 2(14.28%) fair, and 8 (57.14%) rated as bad. It might be potential causes of voluntary employee turnover in the organization. According to Nawaz, Rahman and Siraji (2009), Voluntary Employee Turnover means when an employee leaves the company with his own intension. It might be due to better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor. This indicates that voluntary turnover is caused by better job opportunity from other organizations, existing job dissatisfactions due to different factors in the current organization, bad working condition in the current organization, and unenthusiastic behavior of manager in the current organization.

Table 4.10: Terminated staffs view about relationship & supervisor's Leadership skill

	Rate	Number of Respondents	Percent (%)
1	How was the relationship between supervisors and subordinates?		
	Bad	1	7.14%
	Fair	4	28.57%
	Good	6	42.86%
	Very good	2	14.29%
	Excellent	1	7.14%
	Total	14	100%
2	How do you rate the leadership skill of your supervisors?		
	Bad	4	28.57%
	Fair	5	35.71%
	Good	3	21.44%
	Very good	1	7.14%
	Excellent	1	7.14%
	Total	14	100%

The other factor that terminated staffs requested was their feeling about the leadership skill of their supervisors (table 10), accordingly, 1 (7.14%) excellent, 1% (7.14%) very good, 3(21.44%) good, 5(35.71%) fair and 4 (28.57%) rated as bad. Regarding relationship between supervisors and subordinates out of the 14 respondents 1 (7.14%) rated excellent, 2 (14.29%) very good, 6 (42.86%) good, 4 (28.57%) fair, and 1 (7.14%) rated as bad. According to Rosse (2010), Leaders are defined that the coordination between managers or supervisors with their subordinates may create impact on employee turnover. It depends on the employee's satisfaction with their supervisors and also the communication skills of supervisors to handle their subordinates (Abdali, 2011). Employees are trusted in how they manage their own time and outputs and they have access to parts of the business previously reserved for management such as strategic, tactical information, and profit. Decision making is a collective and interactive exercise that requires committed participation from both management and employees (Swanepoel, 2008). This implies, are interested in sharing of organizational decision making.

4.2.3 Existing Staffs View about the BHIDO

Existing staffs opinion about the orientation program of the BHIDO is rated as excellent by 5.56% (4), very good 9.72% (7), good 112.5% (9), 31.94% (23) fair and 40.28 % (29) bad. This indicates that in comparison to the ex staffs, the existing staffs have relatively better satisfaction and therefore this might be one of the factors for resignation of less informed employees.

Table 4.11: Existing staffs Induction/Orientation rating

Rate	Number of Respondents	Percent
Bad	29	40.28%
Fair	23	31.94%
Good	9	12.5%
Very Good	7	9.72%
Excellent	4	5.56%
Total	72	100%

In the same manner as the ex-staffs, the existing staff respondents have also ranked their relationship with their immediate supervisors. Accordingly, they rated their relationship with immediate supervisor as 5 (6.94%) excellent, 29 (40.28%) very good, 22 (30.56%) good, 7(6.72%) fair and 9 (12.5%) rated as bad. The same as ex-staffs, though, existing staffs have good relationship with theirsupervisors.

Table 4.12: Existing Employees Relationship with Immediate supervisor

Rate	Number of Respondents	Percent
Bad	9	12.5%
Fair	7	6.72%
Good	22	30.56%
Very Good	29	40.28%
Excellent	5	6.94%

Total	72	100%
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The attitudes of existing staffs towards work load, responsibility in terms of capacity and payment are discussed as follows. With regard to work load in terms of normal 8 hour work per day, most of the existing staffs 51.39% (37) responded that the work load was beyond normal 8 hour work and 7 (9.72%) says it is under normal condition. As to responsibility in terms of capacity, out of 72 staffs, 14(19.44%) of the respondents claims that they were working below their capacity, 47 (65.28%) within their capacity, and 11 (15.28%) responded it is beyond their capacity. Concerning payment, out of the total 72 respondents, 80.56% (58) of them are not happy with the payment while 14 (19.44%) responded as they have been paid well.

Table 4.13: Existing Staff View about pay, workload and responsibility

1	Do You Think That You Have Been Paid Well?		
	Yes	14	19.44%
	No	58	80.56%
	Total	72	100%
2	Work Load In Terms Of Normal Working Hours?		
	Normal	28	38.89%
	Beyond	37	51.39%
	Under	7	9.72%
	Total	72	100%
3	Responsibility In Terms Of Capacity		
	Below	14	19.44%
	Within	47	65.28%
	Beyond	11	15.28%
	Total	72	100%

Based on the same reason mentioned in the terminated staffs view section, existing staffs also inquired to rate the working environment. Accordingly, only 3 respondents (4.17%) has rated the working environment as excellent, however, 5 (6.94%) rated as very good, 11 (15.28%) replied as good, 31 (43.05%) said fair and the remains 22(30.56%) rated as bad. Concerning their future stay in the BHIDO out of 72 respondents, 51 (70.83%) of them replied that the environment

condition has impact on their future stay and 21 (29.17%) replied that the working environment does not have any effect on their future stay in the BHIDO.

Table 4.14: Existing Staff View about working environment

	Rate	Number of Respondents	Percent (%)
1	The Working Environment Condition of BHIDO		
	Bad	22	30.56%
	Fair	31	43.05%
	Good	11	15.28%
	Very good	5	6.94%
	Excellent	3	4.17%
	Total	72	100%
2	Do you think that the environment condition will have impact for your future stay in BHIDO?		
	Yes	51	70.83%
	No	21	29.17%
	Total	72	100%

Regarding on the involvement of employees in decision making in BHIDO no one is very satisfied by his decision making role in the organization. Out of 72 respondents, 37(51.36%) are very dissatisfied, 26(36.11%) are dissatisfied accordingly. It's indicates that most of the respondents 63(87.47%) are not satisfied and not involved in decision making in their organization.

Table 4.15: Existing Staff View on decision making

Rate	Number of Respondents	Percent
Very dissatisfied	37	51.36%
Dissatisfied	26	36.11%
neither satisfied nor dissatisfied	2	2.78%

Satisfied	7	9.72%
Very satisfied	0	0%
Total	72	100%

The existing staffs are also inquired to reply what would be the major enforcing factors that may oblige them to resign from the BHIDO. Respondents have given two or more enforcing factors that may cause them to resign. Accordingly, the following figures indicate the summarized response of the 72 respondents. Dissatisfaction with job might be the major reason for 35 (48.61%), Better Opportunity in Other Organization (E.G. Salary, Promotion...) for 25 (34.72%), Leadership problem might be the reason for 8(11.11) and family problem and others might be enforcing factors to resign from the organization for 4(5.56) respondents.

The existing staffs' general view about the BHIDO based on their general observation is presented as follows. Concerning the relationship among staffs in the BHIDO, out of 72 respondents, 7 (9.72%) replied that there is an excellent relationship between supervisors and subordinates, 12 (16.67%) rated as very good, 26 (36.11%) rated as good, 18 (25%) rated as fair and the remains 9 (12.5%) rated as bad. Concerning the leadership skills of supervisors, 4 (5.56%) rated as excellent, 6 (8.34%) very good, 20 (20.78%) as good, 16 (22.22%) rated as fair and the others 26 (36.11%) rated as bad. Regarding to benefits and compensation of BHIDO in comparison with similar organizations; most of the respondents which means 37 (51.39%) rated as bad. The others 18 (25%) rated as fair, 12 (16.67%) rated as good, 2 (2.78%) rated as very good and the rest 3 (4.16%) rated as excellent. Pertaining to the working condition in BHIDO, only 2 (2.78%) respondents rated as excellent. Out of 72 respondents, 31 (43.05%) & 19 (26.39%) rated as fair and bad respectively. The remains 13 (18.05%) rated as good.

Working conditions play vital role to increase job satisfaction and organizational commitment in the labor force community. The work environment includes factors or features that have all work related conditions for employees. Employees want to stay within the organizations just have of clean and healthy environment. The match between proportions of environment and employee values may characterize out trustworthiness with the organization (Abdali, 2011:18). Since employees prefer to work in environment which suitable for their live, working environment is one of the main causes that influence employees to decide on whether to continue or to leave the

organization. According to Lambert (2006), Work environment factors, including supervision, autonomy, communication, support, authority, promotion, and input into decision-making, have also been found to be related turnover. Empirical studies (Kinnear & Sutherland, 2001; Maertz&Griffeth, 2004; Meudell& Rodham, 1998;) have revealed that factors such as competitive salary, good interpersonal relationships, friendly working environment, and job security were reported by employees as key motivational variables that influenced their retention in the organizations.

Table 4.16: Existing Staff Views from general observation

	Rate	Number of Respondents	Percent (%)
1	What do you think about the working condition?		
	Bad	19	26.39%
	Fair	31	43.05%
	Good	13	18.05%
	Very good	7	9.72%
	Excellent	2	2.78%
	Total	72	100%
2	Relationship between supervisors and subordinates		
	Bad	9	12.5%
	Fair	18	25%
	Good	26	36.11%
	Very good	12	16.67%
	Excellent	7	9.72%
	Total	72	100%
3	How do you rate the benefits and compensation of the BHIDO in comparison with other similar Organizations?		
	Bad	37	51.39%
	Fair	18	25%
	Good	12	16.67%
	Very good	2	2.78%
	Excellent	3	4.16%
	Total	72	100%

4	Leadership skill of your supervisors		
	Bad	26	36.11%
	Fair	16	22.22%
	Good	20	27.78%
	Very good	6	8.34%
	Excellent	4	5.56%
	Total	72	100%

4.2.3.1 Existing Staffs Response from External Factors influencing turnover intention

The existing staffs' general view based on their general observation from external factors influencing turnover intention point of view is presented as follows. Concerning security in the city, out of 72 respondents, the majority 47(65.28%) replied security in the city is not at all influential in their working life and only 3(4.17%) respondents confirmed that it is very influential in their working life. Regarding on social status & stability in the city, for 25(34.72%) respondents it's not at all influential for them. Out of 72 respondents, 39(54.17) replied that the issue of social status and stability in the city slightly & somewhat influential in their personal, family and working life. Concerning over personal safety, out of the 72 respondents, majority of them 57(79.17%) were responded that concerning over personal safety is very & extremely influential in their personal, family and working life and it can be one of the major factor to decide whether to stay or terminate in the organization. regarding on the proximity of the working place relative to employee's home, for 36(50.1%) respondents, the issue of location is very & extremely influential for them. Location is slightly and somewhat influential for 39(40.27%) respondents. As regards on Weather condition of the city, it's not at all influential for 76.39 %(55) respondents.

Table 4.17: Existing Staff Views from External Factors influencing turnover intention

	Rate	Number of Respondents	Percent (%)
1	Security in the city		
	Not at all influential	47	65.28%

	Slightly influential	9	12.5%
	Somewhat influential	13	18.05%
	Very influential	3	4.17%
	Extremely influential	0	0%
	Total	72	100%
2	Social status & Stability in the city		
	Not at all influential	25	34.72%
	Slightly influential	18	25%
	Somewhat influential	21	29.17%
	Very influential	5	6.94%
	Extremely influential	3	4.17%
	Total	72	100%
3	Concern over personal safety		
	Not at all influential	1	1.39%
	Slightly influential	5	6.94%
	Somewhat influential	9	12.5%
	Very influential	21	29.17%
	Extremely influential	36	50%
	Total	72	100%
4	Location(the proximity of the workplace relative to your home)		
	Not at all influential	7	9.72%
	Slightly influential	16	22.22%
	Somewhat influential	13	18.05%
	Very influential	27	37.5%
	Extremely influential	9	12.6%
	Total	72	100%
5	Weather condition of the city		
	Not at all influential	55	76.39%
	Slightly influential	11	15.28%
	Somewhat influential	6	8.33%
	Very influential	0	0%
	Extremely influential	0	0%
	Total	72	100%

4.2.4 Management Staffs View about the BHIDO

According to the respondents, two (40%) of them has got their managerial positions through promotion while the three (60%) has got through initial employment. With regard to human resource management 20% (1) have earlier experience before joining BHIDO but not the rest of 80% (4). Of these respondents, majority of them i.e. 60% (3) does not take any form of human resource management training, and 4 (80%) of them assert that they have developed leadership skill through experience.Regarding to rating their relationship with subordinates, out of 5 respondents, the 3(60%) responded as they have good relationship with subordinates.The following table depicts the summarized response of management staffs.

Table 4.18: management staffs response about themselves

	Rate	Number of Respondents	Percent
1	How did you get your current position		
	By Promotion	2	40%
	Through Initial Employment	3	60%
	Others		
	Total	5	100%
2	How you developed your Leadership skill		
	Through Experience	4	80%
	Through Training	1	20%
	Both		
	Total	5	100%
3	Do you have any HR mgt practice before BHIDO		
	Yes	1	20%
	No	4	80%
	Total	5	100%
4	How do you rate your relationship with subordinates		
	Excellent		
	Very Good	1	20%
	Good	3	60%
	Fair	1	20%
	Bad		

	Total	5	100%
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These management staffs have rated the general environment of the BHIDO in the following manner. Concerning relationship among staffs, no one has rated as excellent, however, 1 (20%) as very good and 4(80%) as rated as good. These officials has also rated workload in terms of the normal eight hour working and out of 5 respondents, 3 (60%) agree that it is under normal condition while 2 (40%) said that it is beyond the normal working hours. In the view of the management staffs, the working condition of the BHIDO is rated as good by 60% (3) and 40% (2) as fair. No one has rated as an excellent or very good.

Table 4.19: management staffs response about BHIDO

	Rate	Number of Respondents	Percent
1	How do you rate the relationship between staffs?		
	Excellent		
	Very Good	1	20%
	Good	4	80%
	Fair		
	Bad		
	Total	5	100%
2	Workload in term of 8 hour per day		
	Normal	3	60%
	Beyond	2	40%
	Under		
	Total	5	100%
3	What do you think about the working condition of the BHIDO?		
	Excellent		
	Very Good		
	Good	3	60%
	Fair	2	40%
	Bad		

		Total	5	100%
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CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary

From the demographic characteristics of the respondents we can conclude that the majority of the workers in the organizations are male. The data collected from the terminated and existing

employees show that, out of 91 total respondents 62 (68.13%) and 29 (31.87%) were males and females respectively. Out of the total 91 respondents, 14 (15.38%) of them were resigned staffs, 5 (5.49%) management staffs, and 72 (79.12%) are non management existing staffs. With regard to age; the majority of the respondents i.e. 42 (46.15%) are young and between the age of 20-30. Concerning the marital status of the respondents 45.05% (41) of them are married, 49.45% (45) are single and 4.39% (4) of them are divorced respectively. As showed the collected data, majority of the employees in the organizations were not married.

The response obtained from the terminated staff point out that, pre-placement orientation or induction is given by the BHIDO at the time of employment is very weak. Out of 14 terminated staffs, more than 50% replied that the induction program of the organization during their employment time was bad. This indicates that the BHIDO needs to do more to achieve the highest satisfaction standard in orientation specially to reduce early terminations.

The response obtained from the questionnaire shown that, both ex and existing staffs have favorable relationship with their immediate supervisors. Out of the total 14 terminated respondents, 78.57% (11) replied that their relationship with their immediate supervisor was healthy. In the same manner as the ex-staffs, out of the total 72 existing staffs respondents, 84.27% (56) were also ranked their relationship with their immediate supervisors is in a good condition. It's one of the strongest parts of the organization.

Most of the respondents who participated from each category agree that the workload of staffs is beyond the normal eight working hours. Out of the total 14 terminated respondents, 57.14% (8) responded that the work load was beyond normal 8 hours. The same is true for existing staffs & out of 72 respondents, 51.39% (37) responded that the work load was beyond normal 8 hours. The ex and existing staffs also complained that the payment they receive does not compensate the workload. Out of 14 terminated respondents, 85.72% (12) of them complained that the salary they have been paid does not compensate the work load. The same is true for existing staffs and out of the total 72 respondents, 80.56% (58) of them are not happy with the payment while 14 (19.44%) responded as they have been paid well. As to responsibility in terms of capacity, out of 14 ex-staffs, 8 (57.14%) of respondents claims that they were working below their capacity, 4 (28.57%) beyond their capacity and 2 (14.29%) agree that they had worked within their capacity.

The majority of the ex staffs 57.14% believe that their responsibility were below their capacity. On the contrary, out of 72 respondents, most of the existing staffs 47(65.28%) agreed that they are working within their capacity.

Regarding on an employment payment, out of the total 14 terminated respondents, 92.86% (13) of them were not happy with the payment. The attitudes of existing staffs towards attractive payment, out of the total 72 respondents, 80.56% (58) of them are not happy with the payment while 14 (19.44%) responded as they have been paid well.

Most of the respondents, the terminated and existing staffs, rated the working environment of the BHIDO as moderate. Out of 14 terminated respondents, no one has rated the working environment as excellent. Of these 14 respondents, 8 (57.14%) of them replied that the working environment is one of the reasons for their resignation, while 6 (42.86%) replied that this does not have any contribution to their resignation. Concerning their future stay in the BHIDO out of 72 existing employee respondents, 51 (70.83%) of them replied that the environment condition has impact on their future stay and 21 (29.17%) replied that the working environment does not have any effect on their future stay in the BHIDO.

With regard to the general working condition of BHIDO, out of 14 terminated respondents, no one has said the working condition in BHIDO was an excellent. Concerning the benefits and compensation of BHIDO in comparison with other similar Organizations, no one has rated as excellent. Out of 14 terminated respondents 8 (57.14%) rated as bad. It simply shows that most of the terminated staffs were not happy and they were not attracted by the organization's benefits and compensations packages when they were compare with other similar organizations. The same is true for existing staffs & out of 72 respondents, 55 (76.39%) were replied that, benefits and compensation of BHIDO is not attractive when it compare with other similar organization and they are not happy with that.

The other factor that both terminated and existing staffs stated was their feeling about the leadership skill of their supervisors. Out of 14 terminated staffs 9 (64.28%) were not satisfied by their supervisors' leadership skill. Out of 72 existing staffs, 42 (58.33%) replied that, they are not that much satisfied by their supervisors' leadership skill. Most of management staffs have

developed their leadership skill through experience. Of these, 60% (3) of management staffs does not take any form of human resource management training, and 4 (80%) of them assert that they have developed leadership skill through experience. Regarding to rating their relationship with subordinates, out of 5 respondents, the 3(60%) responded as they have good relationship with subordinates

The general view of existing staffs based on their general observation from external factors influencing turnover intention pointed out that, out of 72 respondents, the majority 47(65.28%) replied social and security in the city is not at all influential in their working life. Regarding on social status & stability in the city, Out of 72 respondents, 39(54.17) replied that the issue of social status and stability in the city slightly & somewhat influential in their personal, family and working life. Concerning over personal safety, out of the 72 respondents, majority of them 57(79.17%) were responded that concerning over personal safety is very & extremely influential in their personal, family and working life and it can be one of the major factor to decide whether to stay or terminate in the organization.

5.2 Conclusion

The purpose of this study was to assess staff turnover from the perspective of employees in BHIDO and to give possible solutions and recommendations to reduce staffs turnover and how to withstand the staff turnover. To achieve this objective, data are collected through questionnaire from terminated, existing and management staffs. Besides the overall trend of human resource movement was collected from the Human Resource and Administration Department of the organization. Since the department was established from 2011 and crude data records of employees were maintained from this period, the analysis was made based on the records of the last two years. The BHIDO currently has 86 employees in its two project offices and 22 employees have been terminated during the last two years.

Turnover is a burning issue for any organizations. For the steady productivity of an organization it is essential to maintain its skilled workforce. But most of the times it is very difficult to control the turnover rate within organizations. There are so many factors that affect turnover. According to the theoretical discussion and the case studies many solutions to reduce turnover has been discussed. First of all, obviously satisfactory salary structure helps to reduce turnover though job

security also an important issue too. But it is not the only and always the solution for the authority. A person does not stay in an organization only for salary but he/she may stay for many other reasons such as, rearranging employees, good stream relation, better working environment, preferable job location etc. Productivity of an organization depends on the skills or expertise of its workforce. A skilled worker may be an asset for any organization. If a skilled person leaves an organization the effects will be very high where as in case of a semiskilled or un-skilled person the effect will be less. As a result, a vacant place of a skill labor may be filled by another new worker but production falls due to their skill difference. On the other hand, five or six semi-skilled or unskilled labor may be turnover but those empty places can be filled by one or two skilled labors. It is therefore, crucial to maintain a constant workforce particularly for the skilled ones in an organization to reduce turnover for the betterment of the organization.

Mobley (1982) suggested that turnover might interrupt job performance when an employee who Planned to quit become inefficient. Shaw, Gupta, &Delery, 2002 discussed that experimental research has shown that voluntary turnover was linked with lower organizational performance. Other research suggested that turnover might improve performance. Price, 1989 studied that introverted potential advantage of turnover was the abolition of underperforming employees. Additionally, Staw studied in 1986 that turnover can enhance the performance if most of the turnover was by employees with very long or very short tenure.Cohen 1993; Hom&Griffeth 1995 and Allen, Shore &Griffeth 2003 explored that turnover intentions have represented a reliable indicator of actual turnover and were heavily influenced by job satisfaction. Hom and Griffeth (1995) maintained that employees decided to leave their organization when they become dissatisfied with their Jobs. Likewise, Meyer &Herschovitch argued in 2001 that when employees were dissatisfied with their jobs, their desire to remain in their organization started to erode. In fact, initial consequences of these negative affects, in the form of low job satisfaction were turnover cognitions. Research by Allen &Griffeth (2001), Allen et al. (2003), and Chiu & Francesco (2003) have shown that job satisfaction was a strong predictor of turnover intentions. Job satisfaction with the current job reflects an indicator to predict employee turnover in the organizations may be low in finding another job due to a positive experience with their organization's policies.

Strategies of retention, which are based on developing human resources management Systems and organizational behavior aspects such as improving communication process and their HR policy and practicing should be implemented in order to avoid high rate of turnover and its negative consequences. In short, more effort should be done to improve retention by taking in consideration the many factors like better recruitment effort, review job content, compensation practices, leadership and supervision, career planning and development, alternative work schedule, working conditions, non work factors, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours, compressed work week, employee involvement, policies for turnover, and recognitions.

5.3 Recommendations

The efforts exerted by management to reduce staffs turnover and to retain competent staffs are worthy and should continue. In most situations the cause of staff turnover are a combination of one or more factors. Therefore, the best solution for the problem is to identify the major causes and treating them to reduce or if possible eliminate from the working environment. Based on the analysis and findings the following recommendations are forwarded to strengthen the effort of the BHIDO's management.

- a) Since the management of the organization is aware of skilled employee turnover, it could strongly work on retention mechanisms such as allowing and encouraging employees to participate in organizations' decision making process to make them feel a sense of belongingness to their organization, arranging good working environment, providing fair and equitable promotion and assigning employees to different position according to their professional specialties.
- b) It would be more advisable the organizations revise its compensation or monetary reward or payment system consistent with labor market and living expenses of the societies including competitive pay scale, housing allowance, better incentives, and medical benefits to retain well educated and competent employees.
- c) Supervisors of the organizations need to be work closely and communicate positively with subordinates and arrange flexible working circumstances to retain well experienced and well educated employees.

- d) The finding of this study indicates that there is good relationship among employees of the organization. Therefore, it is advisable for all workers of the organization to keep up these good trends.
- e) To avoid termination of staffs during the first months of employment, it would be advice to BHIDO to give detailed and proper orientation to new employees. It's also good to encourage leaders of the department or the field office to create friendly environment for new comers by introducing them to other employees of the organization and orienting them about the general working environment.
- f) In order to uplift the relationship between staffs and supervisors to the higher standard, supervisors should understand the working conditions and environment of the field offices and the moral standards of staffs and provide the required professional assistances with the full context of the situations.
- g) Working beyond the normal 8 hour per day can be de-motivated employees regarding positive attitudes to the job, reduces performance and cause burnout of employees. This results in low quality of service to beneficiaries/customers, and unexpected runaway of employees. Therefore, management needs to identify the cause of the work load and hire assistants or add additional employees to support the position.
- h) Supporting management staffs with formal human resource management and leadership training gives further enhance their skill in improving the existing moderate relationship between supervisors and subordinates. Therefore, BHIDO needs to identify the weakness of its officials and provide the appropriate human resource management and Leadership trainings.
- i) According to the data collected from the existing employees, most of them are not happy with the organization's salary scale. So that, it would be advisable to make the necessary and timely salary adjustment.
- j) The organizations do not involve the employees to in the organizational decision making processes. My recommendation for BHIDO's management is they should take an immediate action to be transparent so that non managerial staffs can benefit from open their doors for each employee in the organization's decision making process.

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APPENDICES

**St. MARY UNIVERSITY
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1. Questionnaire for Terminated Employees

The purpose of this questionnaire is exclusively for academic purpose as a requirement for MBA. It's administered to assess your views about your previous working conditions and experience related with your profession, relationship with supervisors and fellow workers, remuneration packages, and in general your observation about your previous local NGO experience of in BHIDO. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

1. No need of writing your name
2. Answer the alternatives by encircling your choices(s) and/or by filling the space provided for narration or descriptive questions.
3. Please respond as accurately as possible and at your earliest possible time.

A. Personal Information and Individual Variables

1. Your age group

1 = Below 25

3 = 31-35

5 = Above 40

2 = 25-30

4 = 36-40

2. Sex

1 = Male

2 = Female

3. Marital status

1 = Married

2 = Single

3 = Widowed

4 = Divorced

4. Education Level

1 = Certificate

3 = First Degree

5 = PhD

2 = Diploma

4 = 2nd Degree

5. Year of service in BHIDO

1 = Less than 1 year

3 = 2 to 3 years

5 = More than 5 years

2 = 1 to 2 years

4 = 3 to 5 years

6. Year of service in your last position

1 = Less than 1 year 3 = 2 to 3 year 5 = > 5 Year
 2 = 1 to 2 year 4 = 3 to 5 year

7. Position in BHIDO at the time of resignation

1 =Manager 2 = Coordinator 3 = Officer
 4 = Assistant Officer 5=. Any other (specify).....

8. Have you ever made any grievance to your supervisor

1 = Yes 2 = No

9. If yes, how do you feel about the response?

1= Very satisfied 2 = Satisfied 3 = Not satisfied 4 = No reply at all
 10. Do you think that you have been paid well?

1 =Yes 2 = No

11. How was the work load in terms of normal working hours (i.e. 8 hour per day)?

1 = Normal 2 = beyond 3 = Under

12. How was your responsibility in terms of your professional capacity?

1 = below your capacity 2 = within your capacity 3 = beyond your capacity

13. Do you think that the salary that you get compensate your work load?

1 = Yes 2 = No

14. Do you think that the environment condition had impact for your resignation?

1 = Yes 2 = No.

Please read the given statements that contain 5 scales and put “ ” symbol in the provided box and choose only one item according to your level of influential. To be clear and suitable, the numbers of this questionnaire are represented as follows:

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

		Score				
		1	2	3	4	5
Statements						
15.	How would you rate your pre-placement orientation (induction)					

	program?					
16.	How was your relationship with your immediate supervisors?					
17.	How was the work environment that you were working?					

B. Organizational Information

Please read the given statements that contain 5 scales and put “ ” symbol in the provided box and choose only one number according to your level of influential. To be clear and suitable, the numbers of this questionnaire are represented as follows:

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

Organizational variable		Level of influence on turnover				
		1	2	3	4	5
1.	What do you think about the working condition?					
2.	How was the relationship among staffs?					
3.	How was the relationship between supervisors and subordinates?					
4.	How do you rate the leadership skill of your supervisors?					
5.	How do you rate the benefits and compensation of the BHIDO in comparison with other similar Organizations?					

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2. Questionnaire for Existing Employees

The purpose of this questionnaire is exclusively for academic purpose as a requirement for MBA. It's administered to assess your views about your working conditions and experience related with your profession, relationship with supervisors and fellow workers, remuneration packages, and in general your observation about your organization. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

1. No need of writing your name
2. Answer the alternatives by encircling your choices(s) and/or by filling the space provided for narration or descriptive questions.
3. Please respond as accurately as possible and at your earliest possible time.

A. Personal profile and Individual Variables

1. Sex

1 = Male

2 = Female

2. Age group

1 = 20-25yrs

2 = 26-30 yrs

3 = 31-35yrs

4 = 36 -40 yrs

5 = Above 40

3. Marital Status

1 = Single

2 = Married.

3 = Widowed

4 = Divorced

4. Educational Qualification

1 = 12grade or below

2 = Diploma

3 = 1st Degree

4 = 2nd Degree & above

5. Your Position in BHIDO

1 = Officer

2 = Manager

3 = Coordinator

4 = Assistant Officer

5 = any other (specify).....

6. Your work experience in BHIDO

1 = < a Year 2 = 1-2 Year 3 = 2-3 Year
4 = 3-5 Year 5 = > 5 Year

7. How do you rate your relationship with your supervisors?

(1) With your immediate supervisor?

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

8. Do you think that you have been paid well?

1 = Yes 2 = No.

9. How is the work load in terms of normal working hours (i.e. 8 hour per day)?

1 = Normal 2 = Beyond the Normal Working hour 3 = under

10. How is your responsibility in terms of your professional capacity?

1 = below capacity 2 = within capacity 3 = Beyond capacity

11. How do you rate the environment condition that you are working?

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

12. Do you think that the environment condition will have impact on your future stay in the BHIDO?

1 = Yes 2 = No

13. How satisfied are you with the amount of involvement you have in decision making in BHIDO?

1 = Very dissatisfied 2 = Dissatisfied 3 = neither satisfied nor dissatisfied
4 = Satisfied 5 = Very satisfied

Please read the given statements that contain 5 scales and put “ ” symbol in the provided box and choose only one number according to your level of influential. To be clear and suitable, the numbers of this questionnaire are represented as follows:

1 = strongly disagree 2 = disagree 3 = neither agree nor disagree
4 = agree 5 = strongly agree

Statement		Strongly disagree	disagree	Neither agree nor disagree	agree	Strongly agree
14.	There is really too little chance for promotion on my job					
15.	My supervisor is quite competent in doing his/her job					
16.	I am not satisfied with the benefits I receive					
17.	The benefit package we have is equitable					
18.	I do not feel that the work I do is appreciated by my supervisors					
19.	I like the people I work with					
20.	My job responsibilities are very clear to me					
21.	I feel a sense of proud in doing my job					
22.	I feel frustrated at my job & look for a new job in the next year					
23.	My job gives me enough time for family activities					
24.	The organization's vision and goal are not clear me					
25.	I often feel that I do not know what is going on within the organization					

26.	Work assignments are not fully explained					

27. If there is any *enforcing factor* that cause you to resign, which one will be your reasons for resignation? (Please fill your reasons on the space provided)

- A. Leadership problems (.....)
- B. Due To Family (ex. Marriage.....)
- C. Security (e.g... War.....)
- D. Dissatisfaction with the Job (E.G. Boring, No Promotion
- E. Better Opportunity in Other Organization (E.G. Salary, Promotion
- G. Dissatisfaction with the Area /Place of Work
- H. Educational Opportunity
- G. Other, Please Specify.....

B. Organizational Information

Please read the given statements that contain 5 scales and put “ ” symbol in the provided box and choose only one number according to your level of influential. To be clear and suitable, the numbers of this questionnaire are represented as follows:

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

Organizational variable		Level of influence on turnover				
		1	2	3	4	5
1.	How do you rate the relationship among staffs?					
2.	How do you rate the relationship between supervisors and subordinates?					
3.	How do you rate the leadership skill of your supervisors?					
4.	How do you rate the benefits and compensation of the BHIDO in comparison with other Similar organizations?					

C. External Factors influencing turnover intention

Please read the given statements that contain 5 scales and put “ ” symbol in the provided box and choose only one number according to your level of influential. To be clear and suitable, the numbers of this questionnaire are represented as follows:

- 1 = not at all influential 2 = slightly influential 3 = somewhat influential**
4 = very influential 5 = extremely influential

External Environment		Levels of influence on turnover				
		1	2	3	4	5
1.	Social & Security in the city					
2.	Social status & Stability in the city					
3.	Concern over personal safety					
4.	Location(the proximity of the workplace relative to your home)					
5.	Weather condition of the city					

6. Please write in this space if you have any additional information that can influence your turnover intention regarding to external environment

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3. Questionnaire for Management Staffs

The purpose of this questionnaire is exclusively for academic purpose as a requirement for MBA. It's administered to assess your views about your working conditions and experience related with your profession, relationship with supervisors and fellow workers, remuneration packages, and in general your observation about your organization. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

1. No need of writing your name
2. Answer the alternatives by encircling your choices(s) and/or by filling the space provided for narration or descriptive questions.
3. Please respond as accurately as possible and at your earliest possible time.

A. Personal & Organizational information

1. Sex:

1 = M

2 = F

2. Your age group

1 = 20-25

2 = 26-27

3 = 31-35

4 = 36 -40

5 = Above 40

3. Educational Qualification

1 = Certificate

3 = First Degree

5 = PhD

2 = Diploma

4 = 2nd Degree

4. Your work experience in BHIDO

1 = less than 1 year

2 = 1-2 Yrs

3 = 2-3 yrs

4 = 3-5 yrs

5 = > 5 years

5. Total work experience including other organizations, if any

1 = less than one year 2 = 1-2 yrs 3 = 2-3 yrs 4 = 3-5 yrs 5 = > 10 yrs

6. Your total managerial experience

1 = less than one year 2 = 1-2 yrs 3 = 2-3 yrs 4 = 3-5 yrs 5 = > 5 years

7. Your Position in BHIDO

1 = Manger 2 = Coordinator 3 = other specify

8. How you get your current positions?

1 = Initial Employment 2 = By Promotion 3 = other, please specify

9. How do you rate your own leadership skill?

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

10. How you developed your leadership skill? (Select one or more)

1 = through experience 2 = through training 3 = other, please specify.....

11. Did you have human resource management practice before joining BHIDO?

1 = Yes 2 = No

12. Did you take human resource management training after joining BHIDO?

1 = Yes 2 = No

13. How do you rate your relationship with your subordinates?

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

14. How you judge the work load of your subordinates in terms of the normal working hour (i.e. 8 hour per day)?

1 = normal 2 = beyond 3 = under

15. What do you think about the working condition of the BHIDO?

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

16. How do you rate the relationship between staffs?

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

17. How do you rate the relationship between supervisors and subordinates?

1 = Bad 2 = Fair 3 = Good 4 = Very good 5 = Excellent

Thank You