



ST. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

A THESIS ON

CAUSES AND CONSEQUENCES OF EMPLOYEE TURNOVER. THE CASE OF KOLFIE

KERANIO SUB-CITY

BY:

GETNET ABEBLE

A THESIS SUBMITTED TO SCHOOL OF GRADUATE STUDIES, ST. MARY'S
UNIVERSITY IN PARTIAL FULFILLMENT OF REQUIREMENTS FOR AWARD OF
MASTERS OF BUSINESS ADMINISTRATION IN GENERAL MANAGEMENT.

JULY, 2016

ADDIS ABABA, ETHIOPIA

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Declaration

I the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr. Solomon Markos (PhD). All sources of materials used for thesis have been dually acknowledged. I further confirmed that the thesis has not been submitted either in part or in fully to any other higher institutions for the purpose of earning degree.

Name

Signature

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Table of Content

Contents	Page
Acknowledgement	I
Table of content	II
List of tables.....	V
Abstract	VI
CHAPTER ONE.....	1
1. INTRODUCTION	1
1.1 Background of the Study	1
1.2 Statement of the Problem.....	4
1.3 Research Questions.....	5
1.4 Objective of the Study	6
1.4.1 General Objective	6
1.4.2 Specific Objectives	6
1.5 Significance of the Study	6
1.6 Scope of the Study	7
CHAPTER TWO	8
2.0 LITERATURE REVIEW	8
2.1 Definition of Employee Turnover.....	8
2.2 Types of Turnover.....	9
2.2.1. Voluntary and Involuntary.....	9
2.2.2 Functional and Dysfunctional.....	9
2.2.3 Avoidable and unavoidable.....	10
2.3 Causes of Employee Turnover.....	10
2.3.1 Demographic Factors.....	10

2.3.2 Push factors	11
2.3.3 Pull factors	14
2.3.4 Outside factors	15
2.4 Consequence of Employee Turnover.....	15
2.4.1 Training and Development Cost	16
2.4.2 Increase workload	16
2.4.3 Decrease organizational Productivity/ Service	17
2.4.4 Management Frustration	17
2.4.5 Customer Service	17
2.5 Staff Retention Mechanisms	18
2.5.1 Provide Competitive Pay Scale.....	19
2.5.2 Training and Development	19
2.5.3 Improving the Quality of Line Management	20
2.5.4 Improving the Physical Work Environment	20
2.6 Conceptual Framework.....	21
 CHAPTER THREE	 22
3. RESEARCHMETHODOLOGY.....	22
3.1 Research Design.....	22
3.2 Sampling Design.....	22
3.2.1 Target Population.....	22
3.2.2 Sample Size.....	23
3.2.3 Sampling Procedure	24
3.2.4 Data Types and Sources.....	24
3.2.6 Method of Data Collection.....	24
3.2.5 The Research Instrument	25
3.2.7 Method of Data Analysis	26

3.3 Limitation of the Study	26
3.4 Ethical Considerations	26
3.5 Organization of the Study	27
CHAPTER FOUR.....	28
4. RESULT AND DISCUSSION	28
4.1 Data Presentation, Analysis and Discussion.....	28
4.1.1 Demographic Characteristics of Respondents	28
4.1.2 Causes of Employee Turnover.....	31
4.1.3 Salary and Benefit Package	40
4.1.4. Recognition and Work Conditions.....	42
4.1.5 Job Related Issues and Turnover	47
4.1.6 Consequences of Employee Turnover	50
4.1.7 Descriptive statistics	53
4.1.8 Results of Pearson Correlation Coefficient.....	54
4.1.9Results of Regression Analysis.....	55
CHAPTER FIVE	57
5.0 SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS	57
5.1 Summary.....	57
5.2 Conclusion	59
5.3 Recommendations.....	60
Reference	62
Appendix	

List of Tables

Tables	Page
Table 3.1 Sample Size Determination	23
Table 4.1 Demographic Characteristics of Respondents	28
Table 4.2 Causes of Employee Turnover.....	31
Table 4.3 Salary and Benefit Package	40
Table 4.4. Recognition and Work Conditions	42
Table 4.5 Job Related Issues and Turnover	47
Table 4.6 Consequences of Employee Turnover	50
Table 4.7 Descriptive Statistics of the independent variables	53
Table 4.8 Correlations matrices of independent and dependent variables.....	54
Table 4.9 Model Summary ^b	55
Table 4.10 ANOVA ^a	56
Table 4.11 Coefficients ^a	56

Abstract

Human resource is vital success of any organization. High staff turnover has been always a key issue that needs to be addressed. The reasons of employee turnover may be either push or pull factors or a combination. The objective of this research is to investigate the causes and the consequences of employee turnover in Kolfi Keranio sub-city. The research design selected for this study is explanatory design that primarily relies on sample survey as a primary data collection method to search for the cause and consequence of employee turnover. The study population is Kolfi Keranio sub-city existing permanent employee at the head quarter. The sample size of the study was determined by tabulated formula. Stratified sampling procedure was used and samples were selected from the human resource list as a source list/ sapling frame. A structure questionnaire was used to collect data from permanent employees through whom the questionnaire was distributed to the respondents that were administered by them. The researcher was conducted the study by taking all ethical standards of a research in to consideration. Descriptive statistics was employed and a simple percentage and mean calculation were made based on construction of frequency table by using SPSS. Correlation and regression analysis was conducted. Based on the regression analysis conducted, the study found that the most important causes of employee turnover are; poor physical work environment (22.1%), supervision (20.1%), workload (19.8%), level of participation on organizational issues (12.3%) and low salary (10.6%). The study also found that, employee workload increased, organizational service and customer satisfaction were decreased due to employee turnover. The study concludes that the sub city is losing its human capital. The recommendations highlighted that top management should create conducive work environment, revise salary structure and the employees must be rewarded if they have achieved their goals. Top management should involve employees when they make decisions that will affect employees.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human resources are vital to any organization. They are the source of success of any organization because human resources convert other resources such as financial, technology, material, knowledge and information in to output. According to Srinivas, S. (2014) people are one of the most important factors providing flexibility and adaptability to organizations. Srinivas, S. (2014) also argues that one needs to bear in mind that people (managers), not the firm, are the adaptive mechanism in determining how the firm will respond to the competitive environment.

Competitiveness and company effectiveness often go hand in hand. If an organization satisfies its stakeholders then it can be seen as being effective. These stakeholders are not just investors, who want a return on their money; they are also the customers and employees. If customers are not satisfied then they will go elsewhere and if employees are not satisfied they will not perform well and are also likely to leave (Bloisi.W, 2007). Having human resources does not make success of any organization unless they are managed properly.

Human resource is the truly key and scarce resource for the achievement of organizational objectives. If an organization has the right people who are properly managed it will be successful, otherwise it will be difficult. Thus human resource management focuses on the management of people seeking to ensure that the objectives of the organization are met.

Staff turnover always rises when the economy is strong and jobs are plentiful because there are more opportunities available for people to change employers. Conversely, during recession's staff turnover falls because relatively few attractive permanent positions are advertised (Derek,

T. et al., 2008). People tend to move from employer to employer early on in their careers, often staying in one employment for just a few months. But once they find a job (or an employer) that they like, the tendency is to remain for several years (Derek, T. et al., 2008). We cannot eradicate turnover for once and for all, but we can reduce the rate of turnover (Robbins, 1998). Rates also vary from region to region and over time, being highest when and where average pay levels are highest and unemployment is low, and between different professions. As a rule, the more highly paid a person is, the less likely they are to switch jobs, but there remain some highly paid professions such as sales where turnover is always high. It is also interesting to observe how much more inclined younger workers are to switch jobs than their older colleagues (Derek, T. et al., 2008). Younger employees have high turnover than older employees (Tilahun Debebe, 2013). The arguments against staff turnover are equally persuasive.

First are the total costs associated with replacing people who have left, ranging from the cost of placing a recruitment advertisement, through the time spent administering and conducting the selection process, to expenses required in inducting and training new employees. On top of these there are less easily measurable losses sustained as a result of poorer performance on the part of less experienced employees. For larger organizations employing specialist recruiters these costs can add up to millions of pounds a year, with substantial dividends to be claimed from a reduction in staff turnover levels by a few percentage points.

The second major argument in favor of improving staff retention results from a straightforward recognition that people who leave represent a lost resource in whom the organization has invested time and money. The damage is all the greater when good people, trained and developed at the organization's expense, subsequently choose to work for competitors.

Finally, it is argued that high turnover rates are symptomatic of a poorly managed organization. They suggest that people are dissatisfied with their jobs or with their employer and would prefer to work elsewhere. It thus sends a negative message to customers and helps create a poor image in the labor market, making it progressively harder to recruit good performers in the future. We may thus conclude that the case for seeking to reduce staff turnover varies from organization to organization. Where replacement employees are in plentiful supply, where new starters can be trained quickly and where business levels are subject to regular fluctuation it is possible to manage effectively with a relatively high level of turnover. Indeed, it may make good business sense to do so if the expenditure required to increase employee retention is greater than the savings that would be gained as a result. In other situations the case for taking action on turnover rates is persuasive, particularly where substantial investment in training is required before new starters are able to operate at maximum effectiveness. Companies which achieve turnover rates below their industry average are thus likely to enjoy greater competitive advantage than those whose rates are relatively high (Derek, T. et al., 2008).

People leave jobs for a variety of different reasons, many of which are wholly outside the power of the organization to influence. One very common reason for leaving, for example, is retirement. In Ethiopian case according to Esayas, (2013) the most common reason of employee turnover is low salary. In many cases people leave for a mixture of reasons, certain factors weighing more highly in their minds than others. Some people may leave their manager not their organization. Voluntary resignations are explained by dissatisfaction on the part of employees with their supervisors, it follows that the most effective means of reducing staff turnover in organizations is to improve the performance of line managers. It is common to find managers

who are ‘quick to criticize but slow to praise’, who are too tied up in their own work to show an interest (Derek, T. et al., 2008).

1.2 Statement of the Problem

Employment turnover has become a problem for both governmental and non-governmental organization. Most professionals are leaving the organization due to various reasons and these results decreasing effectiveness of the organization and also create additional burden on the remaining staff to cover the task of the leaver. Beyond monetary cost, non-monetary cost such as deteriorated reputation, and goodwill, loss of customer loyalty, etc., may bring much more severe and negative long term impact on the organization. Many researches indicate that the most basic reason of employee turnover is salary but it needs further research to prove or disprove why many employees leave their job even with the same salary. However, there is questionnaire-based evidence which suggests that pay is less important than other factors in a decision to quit one’s job (Bevan *et al.* 1997, cited in Derek, T. et al., 2008). Mismatch between the person and the job, insufficient development opportunities, boredom, poor communication, ineffective supervision, poor levels of employee involvement and personality clashes are the most common causing factors. Sometimes, in many cases employees leave their manager not their organization. It is common to find managers who are ‘quick to criticize but slow to praise’, who are too tied up in their own work to show an interest (Derek, T. et al., 2008). In our country well experienced and qualified professionals leave their job/ position they held especially from governmental institutions (Esayas, 2013).

Addis Ababa city administration kolfiekeranio sub-city is one of these organizations which face an acute turnover of employee over the past few years. In 2006 Ethiopian fiscal year 131 employees left their job. In 2007 Ethiopian fiscal year 151 employees were quit their work. Sixty

six employees left their work within **six** months (up to December) in this fiscal year. The rate of turnover is 17.2%, 19.8%, 8.6%, 2006, 2007 and 2008 in Ethiopian fiscal year respectively. The figure indicates that the trend is at increasing rate. In order to accomplish its objectives and goals the sub-city needs to retain adequate number of well-trained professional employees in all areas. Because it has an impact over the organizations cost related to recruitment and selection and induction and training of new employee and above all lose knowledge gained by the employee while on the job.

In this current competitive environment, staff turnover has been always a key issue that needs to be addressed. Various studies were conducted to understand the major causes of employee of turnover and retention mechanisms that any organizations should implemented. However, most of these studies were conducted in developed nations and few in developing nations. So, there is a need to carry out contextual research that may help the organization to reduce the problem. The researcher witnessed that there is a poor staff retention mechanism in the sub-city even though it needs further study.

Therefore, this study will investigate which factor is the most important factor of employee turnover in the sub city and propose staff retention mechanism which may help to reduce high staff turnover in the sub- city administration. It also tries to identify why there is high employee turnover in those selected sectorial office.

1.3 Research Questions

- What are the major causes of employee turnover?
- What are the push/ pull factors that lead to employee turnover?
- What staff retention mechanisms can be used to reduce high level of staff turnover?
- What are the consequences of the employee turnover on organizational performance?

1.4 Objective of the Study

Research has its own objectives. Therefore, this study has the following general and specific objectives.

1.4.1 General Objective

The general objective of this study is to investigate the causes and the consequences of employee turnover in Addis Ababa city administration kolfiekeranio sub-city.

1.4.2 Specific Objectives:

- To identify the causes of employee turnover
- To examine which factor is the most important to employee turnover
- To investigate the consequences of employee turnover on organizational performance
- To provide appropriate staff retention mechanisms that helps to reduce turnover.

1.5 Significance of the Study

After investigating the causes and consequences of employee turnover, this study will provide vital information about employee turnover to both governmental and non-governmental organization. The findings of the study will create awareness about employee turnover and retention mechanisms to managers who are responsible for the successes and failures of the organization. It helps the top management of the organization to take appropriate measures to reduce potentials of employee turnover. The results of this study will also helpful for numerous organizations for taking remedial measures to scale back the worker turnover that is the major resource in determining the general success of the organization. The study will also provide information to policy makers to device appropriate policies to mitigate labor turnover. The study

also serves as a basis or stepping stone for researchers who are interested to conduct further research on employee turnover.

1. 6 Scope of the Study

Addis Ababa city administration has 10 sub-cities. This study focuses on the cause and consequences of employee turnover mainly on kolfecheranio sub-city at the head office level only. Currently, at the head office, the sub-city has 762 employees and the main focus of this study is 535 existing permanent employees in ten selected sectorial offices only which has high employee turnover rate. These ten sectorial offices were selected based on the pre-assessment result that was conducted by the researcher. The remaining sectorial offices were excluded from the study due to the reason that some of the offices are newly opened and others have low staff turnover.

The main focus of the study is voluntary turnover only because it has great impact on the organization, that is initiated by the employee and mostly the best performer left the organization. However, there are many other causes which lead to high employee turnover. The main focuses of this study were to test the effect of salary and benefit package, supervision, participation on organizational issues, physical work environment, workload, on employee turnover.

The research methodology/design for this study is explanatory design that primarily relies on sample survey as the primary data collection method. Descriptive statistics were used for data analysis and chi-square test were conducted in order to test the statistical significance of the relation between the independent and dependent variables. Correlation and regression analysis were also conducted to test the significant level.

CHAPTER TWO

LITERATURE REVIEW

Staff turnover may cause serious problems in the effectiveness of the organization if it is not addressed by top management. Staff turnover may affect service rendered by the organization and it may cause delays in meeting customer demand. Human resource is the truly key and scarce resource for the achievement of organizational objectives. Having human resources does not make success of any organization unless they are managed properly. If an organization has the right people who are properly managed it will be successful, otherwise it will be difficult. This chapter explains the causes of staff turnover, the consequences of staff turnover on organizational performance and staff retention mechanisms.

2.1 Definition of Employee Turnover

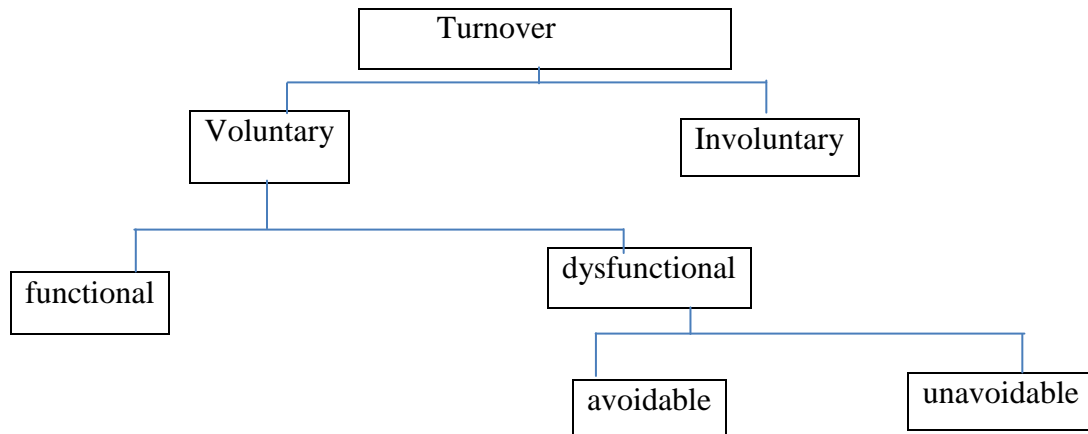
Employee turnover is the rotation of workers around the labor market between firms, jobs, and occupation and between the states of employment and unemployment (Abassi et al, 2000). Price (1989), define turnover as being both the entrance of new employee in the organization and the departure of exiting employee from the organization. Employee turnover is a complex socio-psychological phenomenon. According to Asit K. Ghosh (2003) labor turnover can be calculated by expressing the total number of leavers in a given period as a percentage of the total labor force for the same period. The formula is depicted below:

$$\text{laborturnover} = \frac{\text{number of leavers}}{\text{Number of employees}} \times 100$$

2.2 Types of Turnover

Employee turnover can be classified into different categories. These are the followings:

Fig.2.1 Types of Turnover



Loquericio et al., 2006.

2.2.1. Voluntary and Involuntary: Voluntary turnover is initiated by employee. When employees choice or intended to leave the organization and initiated by him/herself. Involuntary when employee has no choice in the termination process. It can result from different situation like; dismissal, retirement, physical/mental disability, moving/relocation ... etc. even though both concerned with separation of employee, it needs different managerial handling techniques (David, 2008).

2.2.2 Functional and Dysfunctional: Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performer's employees whose talents can replace easily.

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

2.3 Causes of Employee Turnover

Even though the consequence of employee turnover is equally disastrous to every organization, causes in each case may be varying (Asti K. Ghosh, 2003). People leave jobs for a variety of different reasons, many of which are wholly outside the power of the organization to influence. The reason may be either push or pull factors or a combination of other factors.

2.3.1 Demographic Factors

Studies focusing on demographic factors indicate that turnover is associated with demographic features of the worker. Demographic factors are age, gender, education, marital status of employee, number of children, experience and etc. Younger employees have higher turnover than older employees. Younger employees have more chances, low family responsibility, and no lost chances in the existing organization (M. Safdar Rehman, 2012). Married employees have lesser turnover and higher job satisfaction. Level of education on the other hand, is found to be positively associated with turnover suggesting that the more educated the employees, the more often (Cotton and Tuttle, 1986). People who are more intelligent or who perform better in their jobs are believed to have more external employment opportunities available to them than average

or poor employees and, thus, are more likely to leave (Brooks C. Holtomet al , 2008). However, Price (1977) found that, there is no relationship between turnover and education. Employee turnover is negatively related with seniority. Similar to age, length of service is contributing to turnover decision. It was found that, the shorter the period of service, the higher is the turnover (M. Safdar Rehman, 2012).

2.3.2 Push Factors

With push factors the problem is dissatisfaction with work or the organization, leading to unwanted turnover. A wide range of issues can be cited to explain such resignations. Poor pay/salary, insufficient development opportunities, boredom, lack of recognition, lack of autonomy, absence of empowerment, ineffective supervision, poor levels of employee involvement and personality clashes are the most common causing factors. If there is no opportunity to voice concerns, employees who are unhappy will inevitably start looking elsewhere (Asti K. Ghosh, 2003). According to Esayas (2013) the most common reason of employee turnover is low salary. According to Justin Thomas, 2015, 20% of the workers finding that the pay scale and also the remuneration supported the work are the important factors for the worker turnover. 16 % of the workers value more highly to keep in job if their amount of remuneration increment is acceptable (Justin Thomas, 2015).

Workers having job discontent leave their current work simply. Lower levels of job satisfaction occur when a person, over time, comes to feel that his or her job no longer provides the intellectual, emotional, or financial benefits desired (Brooks C. Holtomet al, 2008). Turnover of employees disrupts teams, raises costs, reduces productivity, and results in lost knowledge. So, it is essential for the management to realize the importance of employee job satisfaction (M. Safdar Rehman, 2012). Employees' job satisfaction is positively correlated with employees' retention.

Happy employees may be less likely to be absent from their job voluntarily or to look for work elsewhere. Dissatisfied employees first psychologically remove themselves from the job and exhibit a very low level of job involvement (Yohannes Melaku, 2014).

Good supervision is a key to reducing turnover. Supervisory support can motivate workers to stay despite the stress and frustration of the job. Lack of supervisory support, on the other hand, is often cited as a critical factor in an employee's decision to leave. Even good supervisors become ineffective when they are so stretched with other responsibilities that they are unavailable to their staff. Organizations experiencing high turnover among supervisors often also face high turnover employees. Inexperienced supervisors who lack appropriate and timely training are sometimes simply incapable of providing the needed staff support (Justin Thomas, 2015).

Stress and its consequences are often caused by a combination of strains originating in and outside work. It has adverse health conditions (such as heart disease, high blood pressure, ulcers, depression and panic attacks); and behavioral consequences (such as insomnia, anxiety, poor concentration and increased consumption of alcohol, tobacco and other substances). Both can lead to increased rates of absence, high staff turnover, low levels of job satisfaction and the sustenance of a low-trust employee relations environment (Bloisi.W, 2007).

It is quite possible to run a successful business without involving employees in management activities to any meaningful extent, but the chances of sustained success are higher when employees are involved. The same is true of organizations in the public and voluntary sectors. Objectives are more effectively and efficiently achieved if employees have some say in decision-making, especially as it affects their own areas of work (Derek, T. et al., 2008). Employees like being involved. They appreciate having their opinions listened to and acted upon, particularly in matters that directly concern their day-to-day activities. The chances of their being positively

satisfied with their work are thus greatly improved if they are genuinely able to be involved. These involvement leads to lower staff turnover, lower levels of absence, the ability to attract more recruits and higher levels of performance. The effective management of change is especially enhanced by employee involvement because people are always happier to support what they helped to create (Derek, T. et al., 2008).

Work life balance can help to improve performance in organizations, as it can be reduce stress and enable employees to follow outside pursuit. This means that when they are at work they should be refreshed and energized. Work life balance should be reflected at all levels of the organization, from board level downwards (Bloisi.W, 2007). If work life balance is not work, employees will quite their job often.

The nature of the work, or the way it is organized, can be boring, undemanding or too stretching and in need of re-designing. The management processes may be criticized for being too controlled or too lax. The physical conditions may be unpleasant or unsafe. The opportunities for training, development and promotion may be too limited. Employees may have a sense of unfairness in the employment situation on the grounds of discrimination or through lack of communication or representation (Stredwick. J, 2005).

Lack of promotion and routine work task considerably contributed to employees' intention to go away a company. By adopting job enrichment programs, several employers were able to retain workers and supply higher career advancement opportunities. Besides promotion opportunities, ever-changing the choice and analysis criteria accustomed rate promotion and reward systems conjointly had a positive result on intentions of workers deed the organization (Justin Thomas, 2015).

Other factors played a much bigger role like dissatisfaction with the conditions of work, especially hours; a perception that they were not being given sufficient career development opportunities; a bad relationship with their immediate supervisor. Branham (2005) cited in Derek, T. et al., 2008, drawing on research undertaken by the Saratoga Institute, reached similar conclusions. His seven 'hidden reasons employees leave' are as follows: the job or workplace not living up to expectations; a mismatch between the person and the job; too little coaching and feedback; too few growth and advancement opportunities; feeling devalued and unrecognized; stress from overwork and work-life imbalance; loss of trust and confidence in senior leaders (Derek, T. et al., 2008).

The physical work environment can have a profound effect on people, especially if it is poor one. A poor physical work environment can decrease efficiency, cause fatigue, decrease morale, decrease productivity, cause lost time, and increase cost, absenteeism and turnover (Michael Drafke, 2006). When the adverse effects of the physical work environment are not attended to by management, employees may lose interest in the work and might leave the organization.

2.3.3 Pull Factors

The opposite side of the coin is the attraction of rival employers. Salary levels are often a factor here, employees leaving in order to improve their living standards. In addition there are broader notions of career development, the wish to move into new areas of work for which there are better opportunities elsewhere, the chance to work with particular people (Derek, T. et al., 2008). Taylor and his colleagues (2002) as cited in Derek, T. et al., 2008, interviewed 200 people who had recently changed employers about why they left their last jobs. They found a mix of factors at work in most cases but concluded that push factors were a great deal more prevalent than pull factors as causes of voluntary resignations. Very few people appear to leave jobs in which they

are broadly happy in search of something even better. Instead the picture is overwhelmingly one in which dissatisfied employees seek alternatives because they no longer enjoy working for their current employer. In contrast to Ethiopian case, interestingly this study found relatively few examples of people leaving for financial reasons. Indeed more of the interviewees took pay cuts in order to move from one job to another than said that a pay rise was their principal reason for switching employers.

2.3.4 OutsideFactors

Outside factors relate to situations in which someone leaves for reasons that are largely unrelated to their work. The most common instances involve people moving away when a spouse or partner is relocated. Others include the wish to fulfill a long-term ambition to travel, pressures associated with managing the needs of work and family, retirement and illness. To an extent such turnover is unavoidable, although it is possible to reduce it somewhat through the provision of career breaks, forms of flexible working and other facilities (Derek, T. et al, 2008).

2.4 Consequence of Employee Turnover

In this current competitive environment, staff turnover has been always a key issue that needs to be addressed. It is costly to all level of organization regardless of the nature and usually the productivity and quality of products or service always affected. High staff turnover would bring destruction to the organization in the form of both direct and indirect costs. Moreover, it affects the progress as well as the long term objectives and goals of the organization. In our country well experienced and qualified professionals leave their job/ position they held especially from governmental institutions. This has an impact over the organizations cost related to recruitment and selection and induction and training of new employee and above all lose knowledge gained by the employee while on the job. Beyond monetary cost, non-monetary cost such as

deteriorated reputation, and goodwill, loss of customer loyalty, etc., may bring much more severe and negative long term impact on the organization (Ali, 2009, cited in Esayas, 2013).

2.4.1 Training and Development Cost

Training and development in organization costs more as compared to the salary increment of the current employees. 63 % employee point out that the new employees need training to do the job effectively. The new employees take more time to develop into skilled worker (Justin Thomas, 2015). High prices are one of the additional mentioned negatives of high turnover. When a worker leaves and is replaced, there are prices related to the method of losing the primary worker and hiring and coaching the new one. It will value regarding half of an unskilled worker's remuneration to switch a lost worker. (Justin Thomas, 2015).

Turnover direct costs enclose factors such as termination, vacancy, recruitment and selection, orientation and training. Other indirect costs can encompass such factors as loss of productivity of incumbent prior to departure, loss of productivity of co-worker, loss of productivity of the new hire during initial transition (M. Safdar Rehman, 2012).

2.4.2 Increase workload

The loss of employees can result in increased work load to the other employees in the organization. According to Justin Thomas (2015) 63.33 % employees suggest that the employee turnover in their organization leads to increased work load. Only 10 percentages of the employees had not increased their work load. When employees with their skills and knowledge leave the organization, it reduces the quality of the service of the organization, hamper moral of the remaining employees, force the organization to huge amount of financial lose, and even increase work load to the remaining workers. When an employee leaves the organization the present employees have to fill the gap until a new employee is hired. The increased workload

leads to low morale and high levels of stress which in turn leads to absenteeism amongst employees. Therefore, employees should not be overloaded with challenges that are too difficult or impossible.

2.4.3 Decrease organizational Productivity/ Service

High rates of employee turnover will cause lower organizational productivity. New employees typically need time to be told the way to fulfill their roles; since firms with high turnover can tend to possess additional inexperienced employees, they may conjointly suffer from lower employee and organizational productivity. Little firms with few total workers might notice it particularly troublesome to interchange employees, as employees might fill a spread of various specialized roles. 40 % of the workers suggest that the productivity decreases due to the Employee turnover (Justin Thomas, 2015). High rates of voluntary turnover are often found to be harmful to firm performance (Brooks C. Holtomet al, 2008).

2.4.4 Management Frustration

Managers quickly get frustrated with the constantly revolving of employees. 40% of the employees contribute to longer-term employees getting upset and leaving. Plus, poorly equipped and developed employees place more burdens on the manager to work hands-on in the routine activities. This takes away from his decision-making and supervisory duties (Justin Thomas, 2015).

2.4.5 Customer Service

High turnover will damage a business ability to retain clients and supply high-quality customer service. Customers might feel more comfortable talking to a similar staff and client service representatives over time. Personal relationships and familiarity will build client loyalty. Tiny businesses are higher positioned than giant competitors to require advantage of this, however if

employees are perpetually feat and being replaced by new ones, it may limit the power of the business to make a powerful rapport with customers. 30 % of the employee points that the customers may need quitted employees. (Justin Thomas, 2015).

2.5 Staff Retention Mechanisms

Staff retention is about attracting and keeping good quality staff, while accepting that some staff will leave and, when they do, ensuring the separation is as positive as possible (Bloisi.W, 2007). Therefore, a link can be made between job satisfaction and retention, and its relationship to organizational performance. Organization that treats staff retention as a serious issue is result to reduce high staff turnover. According to Bloisi. W, (2007), staff retention has the following benefits: it reduce cost of recruitment, selection, and training of new staff, easier to recruit new staff, keeps knowledge in the organization, improves performance, productivity and profitability, improve customer loyalty and satisfaction, and less costly than replacing staff. Therefore, staff retention should begin when staff joins the organization. This means that the image of an employee has of an organization before they start work should match with their expectations once they start work.

Retention could be improved by many factors like better recruitment effort, selecting right man for the right job, continuous review of job specifications and job descriptions, compensation practices, leadership and supervision, career planning and development, working condition, team building, centralization, organization communication and commitment, counseling leavers, flexible working hours, employee participation, turnover policies and appreciations (Mobley, 1982; Arthur, 2001, cited in M. Safdar Rehman, 2012).

2.5.1 Provide Competitive Pay Scale

There is some debate in the retention literature about the extent to which raising pay levels reduces staff turnover. On the one hand there is evidence to show that, on average, employers who offer the most attractive reward packages have lower attrition rates than those who pay poorly, an assumption which leads many organizations to use pay rates as their prime weapon in retaining staff. The consensus among researchers specializing in retention issues is that pay has a role to play as a satisfier, but that it will not usually have an effect when other factors are pushing an individual towards quitting. Raising pay levels may thus result in greater job satisfaction where people are already happy with their work, but it will not deter unhappy employees from leaving (Bloisi.W, 2007). Herzberg believes that pay is a hygiene factor rather than a motivator. This means that it can be a cause of dissatisfaction at work, but not of positive job satisfaction. People may be motivated to leave an organization that is perceived as paying badly, but once they are satisfied with their pay additional increases have little effect (Drafke. M, 2006). The reward package and the pay level of most government organizations are very poor compared to with those private organizations and this cause's high employee turnover. Appropriate compensation plans are believed to motivate employees to perform to organizational expectations and allow the organization to attract and keep good employees. The resultant benefits to the organization are lower turnover, lower absenteeism, and lower employee training costs (Abbass F. Alkhafaji, 2003).

2.5.2 Training and Development

Training refers to the method used to give new or present employees the skills they need to perform their jobs (Dessler G., (2005). There are two widely expressed, but wholly opposed, perspectives on the link between training interventions and employee turnover. On the one hand

is the argument that training opportunities enhance commitment to an employer on the part of individual employees, making them less likely to leave voluntarily than they would if no training were offered. The alternative view holds that training makes people more employable and hence more likely to leave in order to develop their careers elsewhere. The view is thus put that money spent on training is money wasted because it ultimately benefits other employers (Bloisi.W, 2007).

2.5.3 Improving the Quality of Line Management

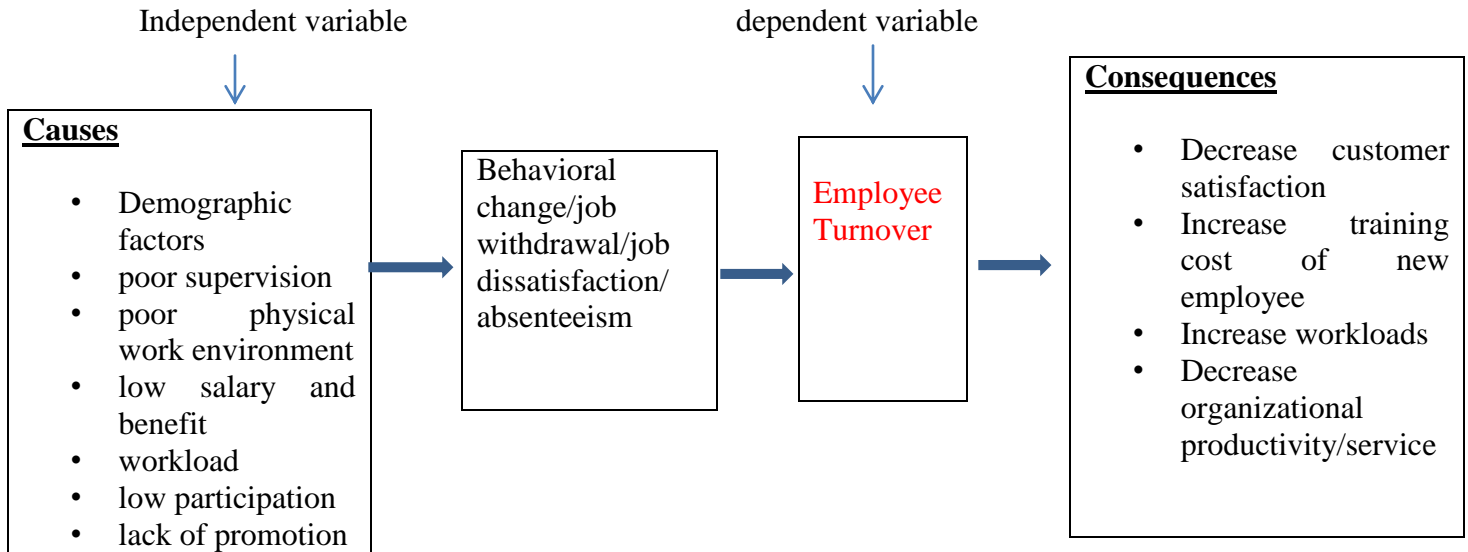
Many people leave their manager not the organization. If it is the case that many, if not most, voluntary resignations are explained by dissatisfaction on the part of employees with their supervisors, it follows that the most effective means of reducing staff turnover in organizations is to improve the performance of line managers. Too often, it appears, people are promoted into supervisory positions without adequate experience or training. Organizations seem to assume that their managers are capable supervisors, without recognizing that the role is difficult and does not usually come naturally to people. Hence it is common to find managers who are ‘quick to criticize but slow to praise’, who are too tied up in their own work to show an interest in their subordinates and who prefer to impose their own solutions without first taking account of their staff’s views (Bloisi.W, 2007).

2.5.4 Improving the Physical Work Environment

The physical work environment can have a profound effect on people, especially if it is poor one. A poor physical work environment can decrease efficiency, cause fatigue, decrease morale, decrease productivity, cause lost time, and increase cost, absenteeism and turnover (Michael Drafke, 2006). So, Improving the Physical Work Environment is very important to reduce staff turnover in the organization.

2.6 Conceptual Framework

Based on the literatures reviewed, the conceptual framework is as follows. The conceptual framework indicates the crucial process, which are useful to show the direction of the study. The aim of this study is to find out the most important causes that contribute to employee turnover.



Source: Bloisi.W, 2007, with some modification

Based on the literature review the following hypotheses are developed to test. But other variable which has significant relationship with turnover also assessed.

H1: There is a significant relationship between salary and employee turnover.

H2: There is a significant relationship between supervision and employee turnover.

H3: There is a significant relationship between level of participation and employee turnover.

H4: There is a significant relationship between work environment and employee turnover.

H5: There is a significant relationship between workload and employee turnover.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter discusses how the research methodology was employed in the study. It indicates the research design, the target population, research instrument, sampling procedures and data analysis techniques.

3.1 Research Design

A research design is a master plan that specifies the methods and procedures for collecting and analyzing the needed information. A research design provides a framework or plan of action for the research (Zikmud, 2003). The research design for this study is entirely based on explanatory design that primarily relies on sample survey as the primary data collection method to search for the causes and consequences of employee turnover in Addis Ababa city administration kolfiekeranio sub-city. Explanatory design helps the researcher to test causes and consequences of the independent and dependent variables even though its applicability is mostly confined in laboratory setting.

3.2 Sampling Design

A researcher must prepare a sample design for his study i.e. he must plan how a sample should be selected and of what size such a sample would be. The researcher should clearly state the target population, the sample size, the sample selection procedure, the source of the data, data gathering tool and method of analysis.

3.2.1 Target Population

Target population is defined as an entire group a researcher is interested in (Zikmud, 2003). According to Zikmud (2003) the definition of population was identified total set of elements of interest being investigated by a researcher. The target population of this study was 535

permanent employees of kolfiekeranio sub-city in ten selected sectorial offices at the head office level only. The researcher conducted a preliminary assessment about the severity of employee turnover in all sectorial office. The result indicates that those 10 sectorial offices had high turnover, and based on this result samples were taken from these offices.

3.2.2 Sample Size

Among the different method of sample size determination the one which is developed by(Naresh, 2007) was used by the researcher to determine the number of respondents to be involved in to the study. Therefore, the sample size of this study was determined by this tabulated formula. When the researcher calculates the proportionate of the total sample size, the result is 100 from all selected sectorial office. Based on the table below the sample size is found at fifth stage between medium and high stage. However, in order to get the most representative sample size, the researcher uses the highest stage at fifth stage. So, the sample size of this study is 125.

Table 3.1 sample size determination

Population	Sample size		
	low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10,000	80	200	315
10,001-35,000	125	315	500
35,001-150,000	200	500	800

Source: Naresh, M. (2007). Marketing research, an applied approach

3.2.3 Sampling Procedure

Probability sampling procedure was used in this study. Probability sampling method provides equal chance to each element to be included in the sample/study. So, stratified sampling procedure was used and the sectorial offices were used as the basis for stratification. Samples were taken from each office (strata) based on proportional to their size. This stratification helps to gain more representative sample according to the number of employee in each offices. Proportional sampling method was used to determine the number of employee to be selected. Then samples were selected from each office by using simple random sampling method/ lottery method.

3.2.4 Data Types and Sources

Both primary and secondary data sources were used in this study. Primary data is data that came into being for the first time by the people directly involved in the research. With regard to primary data the researcher collected the data through structured questionnaire that was distributed to employees of kolfiekeranio sub-city and administer by them. Secondary data are those which have been collected by other individuals or agencies. For this study the researcher collected secondary data mostly from published works or literature.

3.2.5 Method of Data Collection

Data collection is the process of gathering and measuring information on variables of interest in an accepted systematic fashion. A structured questionnaire was used to collect data from permanent employees through whom the questionnaire was distributed to the respondents that were administered by them. The researcher was first contact key informants before the entire process was launched. The researcher was hand deliver questionnaires to the participants using

the personal method of data collection. In the absence of one respondent, another respondent from the target population were asked to provide the information to fill the gap.

3.2.6 The Research Instrument

The data collection instrument that was employed in this research was questionnaire. This questionnaire was structured, closed-ended type, because closed ended questions are generally preferable in large surveys. Accordingly, nominal and ordinal scale will be employed, but mostly, five point Likert scale item will be used. A Likert scale format involves the use of a special rating scale that asks respondents to indicate the extent to which they agree or disagree with a series of statements about a given subject. Likert scale is help full to respondents in order to choose one option from the given scaling that best align with their view.

Eight items of causes of employee turnover were adopted from, Esayas D, 2013, salary and benefit items were adopted from Smith, 1976, cited in Rahel Y, 2015, job related items also adopted from Smith, 1976 cited in Rahel, Y, 2015. Other items were developed by the researcher. Reliability is essentially the dependability of an instrument to test what it was designed to test. Reliability refers to the consistency and dependability of a measuring instrument; using it repeatedly should give us the same or similar results every time. In theory, reliability can range from 0 to 1.00, but the reliability of measures of human traits and behaviors never quite reaches 1.00. Some very good achievement tests may reach .98, but probably not any higher than that. If the value of alpha is equal to .6318 or about 63%, it is reliable. The overall reliability of the questionnaire is 0.803 that was measured by cronbach alpha (see the appendix). In statistics, if the value of alpha is equal to .6318 or about 63%, it is reliable. But most researchers agree that reliability should be above 70%. So, the instrument is reliable.

3.2.7 Method of Data Analysis

Data analysis was done based on data collected from a sample. Descriptive statistics was employed and a simple percentage and mean calculation were made based on construction of frequency table by using SPSS version 20. The SPSS output of the cross tabulation was also use to carry out chi-square where they can fulfill model assumptions. Correlation and regression analysis also conducted in order to see the statistical significant of the relation of the independent and dependent variables.

3.3 Limitation of the study

The unavailability of empirical literature in the local context deters the researcher to incorporate the necessary input into the study and this leads to depend on few materials. Lack of cooperation from concerned body during data collection also other limitation of this study. The main focus of the study is voluntary turnover, however, involuntary turnover also contribute to staff turnover. The sample of this study is permanent employee only; the managers are excluded from the study because they are not appointed based on qualification and competition, rather they are appointed by political trust, but important to data triangulation.

3.4 Ethical Considerations

The researcher was conducted the study by taking all ethical standards of a research in to consideration. First, respondents of the study were briefed about the purpose of the study and were ask for their informed consent to be involved in the study. The issue of confidentiality was also assured to them and will implement accordingly. The names of the respondents were not being asked to make them comfortable and to make their information secret. Respondents were also informed that they can disagree to participate in the study if they choose to do so and/ or

stop or leave at any time if they feel not good. They were also informed that any question which will not comfortable to them can be left or can say disagree.

3.5 Organization of the Study

This study consists of five chapters. The first chapter deals with introduction, background of the study, statement of the problem, study objective, general objective, specific objectives, research questions, significance of the study and scope of the study. The second chapter contains literature review. The third chapter deals with the methodology which includes research design, source of data, sample design, target population, sample size, sampling technique, research instrument, method of data collection, method of data analysis, limitation of the study, ethical consideration and organization of the study. The fourth chapter consists of data presentation and analysis, and discussion. The fifth chapter deals with summary, conclusion and recommendation.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Data Presentation, Analysis and Discussion

This chapter discusses the analysis of the data collected and the results of correlation and regression analysis. The data was analyzed using percentage, cross tabulation based on the SPSS (Statistical Package for the social Science) software of version 20. Although, the sample size of the study is 125, in order to increase response rate 135 questionnaires were distributed to those selected samples, as a result 125 questionnaires returned successfully. The response rate is 92.6% and target population has been involved in giving realistic view of various thoughts and feelings on selected study area respective of their organization.

4.1.1 Demographic Characteristics

Demographic factors are age, gender, education, marital status of employee, number of children, experience and etc.

Table 4.1 Demographic Characteristics of the Respondents

Gender Category	Frequency	Percent	Valid Percent	Cumulative Percent
Male	63	50.4	50.4	50.4
Female	62	49.6	49.6	100.0
Total	125	100.0	100.0	
Age Category				
below 30	66	52.8	52.8	52.8
31-40	47	37.6	37.6	90.4
41-50	11	8.8	8.8	99.2
above 50	1	.8	.8	100.0
Total	125	100.0	100.0	
Educational Qualification				

High school complete or below	3	2.4	2.4	2.4
Diploma	28	22.4	22.4	24.8
First degree	92	73.6	73.6	98.4
Master's degree and above	2	1.6	1.6	100.0
Total	125	100.0	100.0	
Respondents Experience				
Less than 2 years	35	28.0	28.0	28.0
2-4 years	37	29.6	29.6	57.6
5-10 years	45	36.0	36.0	93.6
More than 10 years	8	6.4	6.4	100.0
Total	125	100.0	100.0	
Marital status				
Single	72	57.6	57.6	57.6
Married	49	39.2	39.2	96.8
Divorced	4	3.2	3.2	100.0
Total	125	100.0	100.0	

The research tried to make gender based composition in all selected offices and also make balanced in the data gathering process. From all respondents, 63 (50.4 %) are male and 62(49.6%) are female respondents. Studies focus on demographic factors indicates that turnover is associated with demographic features of the worker. Demographic factors are age, gender, education, marital status of employee, number of children, experience and etc. Based on the chi square test, sex is not determinants of turnover at the value of chi-square 5.10, degree of freedom 4 and p value .276(df =4, $X^2= 5.10$, p-value =.276, $p>0.05$).

Age of respondent's has been categorized into four groups. Accordingly, from all currently working respondent's 66 (52.8%) of respondents were 30 years and below, 47 (37.6%) were between 31-40 years old, 11 (8.8%) 41-50 range, and 1(0.8%) of respondent 50 and above years old. As indicated on the table above, majority respondents were aged 30 and below years old which is most susceptible to turnover. Many research points out that, younger employee have high turnover than older employee. Younger employees have more chances, low family

responsibility, and no lost chances in the existing organization. But, this study found that there is no relation between age and turnover.

As depicted on table 4.1, 3 (2.4%) of respondents were high school complete or below, 28 (22.4%) of them have diploma, 92 (73.6%) of them also have first degree, and 2 (1.6%) were had master's degree and above. The data indicate that, almost all of the employees are very qualified and has high tendency to turnover because if people are more qualified the chance of employment opportunity became wider. So, there is a high tendency of turnover. Level of education is found to be positively associated with turnover suggesting that the more educated the employees quite more often (Cotton and Tuttle, 1986). People who are more intelligent or who perform better in their jobs are believed to have more external employment opportunities available to them than average or poor employees and, thus, are more likely to leave (Brooks C. Holtomet al , 2008). However, Price (1977) found that, there is no relationship between turnover and education. This study also found that there is no relationship between education and turnover.

As indicated on the above table, 35 (28.0%) of respondents has tenure of less than two years. 37 (29.6) of the respondents also stayed in the sub-city 2-4 years, 45 (36.0%) them had a tenure of 5-10 years and 8 (6.4%) of the respondents were stayed more than ten years in the sub-city. The result tells us that, 57.6% of respondents' tenure is less than four years, so it is highly vulnerable to high employee turnover. The shorter the period of service, the higher is the turnover. Research finds that similar to age, length of service is contributing to turnover decision. But, this study found that there is no relation between experience and turnover.

As it is portrayed on table 4.1, 72 (57.6%) of the respondents were single (not get married), 49 (39.2%) of them were got married and 4 (3.2%) of the respondents were got divorced. Younger employees have more chances, low family responsibility, and no lost chances in the existing

organization. Most researches indicate that married employees have lesser turnover because of high family responsibility. However, in this study, almost all married people replied that work family-life conflict is one of the most important causes of employee turnover. So, high work family-life conflict leads to employee turnover.

4.1.2 Causes of Employee Turnover

Table 4.2 Employees Perception on Causes of Staff Turnover

Perception on Salary	Frequency	Percent	Valid Percent	Cumulative Percent
Not important cause	1	.8	.8	.8
Uncertain	1	.8	.8	1.6
An important cause	20	16.0	16.0	17.6
A very important cause	103	82.4	82.4	100.0
Total	125	100.0	100.0	
Conflict with supervisor				
Not important cause	5	4.0	4.0	4.0
Somewhat important cause	16	12.8	12.8	16.8
Uncertain	16	12.8	12.8	29.6
An important cause	37	29.6	29.6	59.2
A very important cause	51	40.8	40.8	100.0
Total	125	100.0	100.0	
Perception on promotion opportunity				
Not important cause	5	4.0	4.0	4.0
Somewhat important cause	8	6.4	6.4	10.4
Uncertain	10	8.0	8.0	18.4
An important cause	40	32.0	32.0	50.4
A very important cause	62	49.6	49.6	100.0
Total	125	100.0	100.0	
Perception on career development				
Not important cause	6	4.8	4.8	4.8
Somewhat important cause	9	7.2	7.2	12.0
Uncertain	24	19.2	19.2	31.2
An important cause	47	37.6	37.6	68.8
A very important cause	39	31.2	31.2	100.0
Total	125	100.0	100.0	

Job dissatisfaction	Frequency	Percent	Valid Percent	Cumulative Percent
Not important cause	3	2.4	2.4	2.4
Somewhat important cause	5	4.0	4.0	6.4
Uncertain	3	2.4	2.4	8.8
An important cause	23	18.4	18.4	27.2
A very important cause	91	72.8	72.8	100.0
Total	125	100.0	100.0	
Career dissatisfaction				
Not important cause	8	6.4	6.4	6.4
Somewhat important cause	5	4.0	4.0	10.4
Uncertain	26	20.8	20.8	31.2
An important cause	50	40.0	40.0	71.2
A very important cause	36	28.8	28.8	100.0
Total	125	100.0	100.0	
Lack of recognition				
Not important cause	4	3.2	3.2	3.2
Somewhat important cause	20	16.0	16.0	19.2
Uncertain	24	19.2	19.2	38.4
An important cause	49	39.2	39.2	77.6
A very important cause	28	22.4	22.4	100.0
Total	125	100.0	100.0	
Mismatch between the person and work				
Not important cause	5	4.0	4.0	4.0
Somewhat important cause	18	14.4	14.4	18.4
Uncertain	20	16.0	16.0	34.4
An important cause	19	15.2	15.2	49.6
A very important cause	63	50.4	50.4	100.0
Total	125	100.0	100.0	
Conflict with team members				
Not important cause	37	29.6	29.6	29.6
Somewhat important cause	30	24.0	24.0	53.6
Uncertain	35	28.0	28.0	81.6
An important cause	9	7.2	7.2	88.8
A very important cause	14	11.2	11.2	100.0
Total	125	100.0	100.0	

Stress	Frequency	Percent	Valid Percent	Cumulative Percent
Not important cause	19	15.2	15.2	15.2
Somewhat important cause	18	14.4	14.4	29.6
Uncertain	49	39.2	39.2	68.8
An important cause	27	21.6	21.6	90.4
A very important cause	12	9.6	9.6	100.0
Total	125	100.0	100.0	
Poor physical work environment				
Not important cause	4	3.2	3.2	3.2
Somewhat important cause	7	5.6	5.6	8.8
Uncertain	4	3.2	3.2	12.0
An important cause	56	44.8	44.8	56.8
A very important cause	54	43.2	43.2	100.0
Total	125	100.0	100.0	
Work family-life conflict				
Not important cause	30	24.0	24.0	24.0
Somewhat important cause	18	14.4	14.4	38.4
Uncertain	21	16.8	16.8	55.2
An important cause	21	16.8	16.8	72.0
A very important cause	35	28.0	28.0	100.0
Total	125	100.0	100.0	

Employees were asked to rate the most important causes of employee turnover in the sub-city. Based on the above table, 2(1.6%) the respondents were rate that low salary is not the most important causes of employee turnover. 20 out of 125 respondents also replied that low salary is an important causes of employee turnover. The result tells us that low salary is the basic reason of employee turnover. It is statistically significant at (df =12, $X^2= 22.306$, p, 0.34), so the null hypothesis is rejected, see the appendix. A wide range of issues can be cited to explain such resignations. Poor pay/salary, insufficient development opportunities, lack of recognition, lack of autonomy, absence of empowerment, ineffective supervision, poor levels of employee involvement and personality clashes are the most common causing factors. This study found

that the majority of respondents, 82.4% of respondents were replied that low salary is a very important cause of employee turnover. The result supports the work conducted by Esayas (2013) which finds that low salary is the most common reason of employee turnover in Ethiopia. According to Justin Thomas, 2015, 20% of the workers finding that the pay scale and also the remuneration supported the work are the important causes for the worker turnover. 16 % of the workers value more highly to keep in job if their amount of remuneration increment is acceptable (Justin Thomas, 2015). However, there is consensus among researchers specializing in retention issues is that pay has a role to play as a satisfier, but that it will not usually have an effect when other factors are pushing an individual towards quitting. Raising pay levels may thus result in greater job satisfaction where people are already happy with their work, but it will not deter unhappy employees from leaving (Bloisi.W, 2007). We can conclude that low salary is one of the most important causes of employee turnover in the sub-city administration.

The above table shows that, 5(4.0%) of respondents replied conflict with supervisors is not important causes, 16(12.8) of respondents also answered somewhat importance cause and uncertain similarly, 37(29.6%) of respondents said an important cause and 51(40.8) of respondents were replied a very important cause. The data indicate that conflict with supervisor causes employees to leave their job. Research indicates that many people leave their manager not the organization. If it is the case that many, if not most, voluntary resignations are explained by dissatisfaction on the part of employees with their supervisors. Too often, it appears, people are promoted into supervisory positions without adequate experience or training. Organizations seem to assume that their managers are capable supervisors, without recognizing that the role is difficult and does not usually come naturally to people. Hence, it is common to find managers who are 'quick to criticize but slow to praise', who are too tied up in their own work to show an

interest in their subordinates and who prefer to impose their own solutions without first taking account of their staff's views (Bloisi.W, 2007). So, improve the performance of line managers is the most effective means of reducing staff turnover in organizations.

The above table revealed that 62(49.6%) of respondents were replied that lack of promotion opportunity is a very important cause, 40(32.0%) of them also respond an important cause, 10(8.0%) of them answered uncertain, and 8(6.4%) and 5(4.0%) of the respondents were indicated somewhat important and unimportant causes of employee turnover respectively. The result of the study shows that lack of promotion opportunity is one of the causes of employee turnover. Lack of promotion and routine work task considerably contributed to employees' intention to go away a company. By adopting job enrichment programs, several employers were able to retain workers and supply higher career advancement opportunities. Besides promotion opportunities, ever-changing the choice and analysis criteria accustomed rate promotion and reward systems conjointly had a positive result on intentions of workers deed the organization (Justin Thomas, 2015).Therefore, fair and clear employee promotion program should be practiced based on employee's performance and ability and qualification.

As depicted on table 4.2, 39(31.2%), 47(37.6%), 24(19.2%), 9(7.2%), 6(4.8%) of respondents were answered a very important cause, an important cause, uncertain, somewhat important and not important causes of employee turnover with respect to the possibility of career development with other employer. The data shows that the majority of respondents (68.8%) were replied that, the possibility of career development with other employer is causes of employee turnover in the sub-city. In order to retain qualified employees career planning and development practice is very important.

As portrayed on table 4.2, employees were asked whether job dissatisfaction is a cause to employee turnover in the sub city. 91(72.8%) respondents replied that job dissatisfaction is a very important cause, 23(18.4%) of respondents also answered an important cause, 3(2.4%) of them replied uncertain, 5(4.0%) somewhat important cause and 3(2.4%) of them mark not important cause. The study found that, the majority of participants 72.8% replied that job dissatisfaction is a very important cause of employee turnover. Happy employees may be less likely to be absent from their job voluntarily or to look for work elsewhere. Dissatisfied employee first they psychologically remove themselves from the job and exhibit a very low level of job involvement. So, it is essential for the management to realize the importance of employee job satisfaction.

As depicts on the above table, employees were asked whether career dissatisfaction is a cause to employee turnover in the sub city. 36(28.8%) respondents replied that career dissatisfaction is a very important cause, 50(40.0%) of respondents also answered an important cause, 26(20.8%) of them replied uncertain, 5(4.0%) somewhat important cause and 8(6.4%) of them mark not important cause. Here the majority of respondents (68.2%) or 86 out of 125 replied career dissatisfaction is one of the causes of employee turnover. Therefore, as indicating above career planning and development practice is essential tool to retain qualified employees.

The above table shows that, 28(22.4%) of respondents were marked lack of recognition is a very important cause, 49(39.2%) of respondents replied an important cause, 24(19.2%) of them marked uncertain, 20(16.0%) of them answered somewhat important cause and 4(3.2%) of the respondents were replied not important causes of employee turnover. As indicated on the above table, the majority of respondent, 77 (61.6 %) of them were agreed that lack of recognition in the sub city is the causes of employee turnover. They also tell to the researcher that even the existing

recognition system is unfair. Therefore, there should be proper recognition system to employee's contribution which helps to reduce turnover intention.

As depicted on the above table, 63(50.4%) respondents replied that mismatch between the person and the job is a very important cause, 19(15.2%) of respondents also answered an important cause, 20(16.0%) of them replied uncertain, 18(14.4%) somewhat important cause and 5(4.0) of them mark not important cause. Here the majority of participants (65.6%) or 82 out of 125 replied mismatch between the person and the work is an important and a very important causes of employee turnover. So, it needs high attention especially during recruitment, selection and placement of employee to match the person and the job, other ways it is difficult. Many people are employed without their field of study for the purpose of getting employment opportunity. It is statistically significant at ($df = 16, X^2 = 28.11, p, 0.025$), so the null hypothesis is rejected, see the appendix. The researcher was not developed hypothesis for this variable, but interested to point out the severity of the problem that many employees join the organization until they get matched job and then left the organization.

The above table tells us that, 37(29.6%), 30(24.0%), 35(28.0%), 9(7.2%), 14(1.2%) of respondents were answered that conflict with team members is not important cause, somewhat important cause, uncertain, an important cause and a very important cause respectively. The result indicates that conflict with team members is not a big deal about employee turnover. In other words, team member conflict is very minimal and do not as such contributor of employee turnover in the sampled population. Only 23(18.4%) of respondent agree that conflict with team member is causes of employee turnover. This means there is a good relationship between employees which is very important to team work.

Stress and its consequences are often caused by a combination of strains originating in and outside work. Respondents were asked to rate how much it contribute to employee turnover. Based on that, 19(15.2%) of respondent answered stress is not important cause, 18(14.4%) of them said somewhat important cause, 49(39.2%) replied uncertain, and 27(21.6%) and 12(9.6%) of respondents said an important and a very important cause of employee turnover respectively. The data indicate that stress is not much contributor of employee turnover. Only 37(31.2%) of respondent were agreed that stress is the causes of employee turnover. The reason may be there is light work and good relationships between employees are factors that reduce stress in the work place. However, it has adverse health conditions (such as heart disease, high blood pressure, ulcers, depression and panic attacks); and behavioral consequences (such as insomnia, anxiety, poor concentration and increased consumption of alcohol, tobacco and other substances). Both can lead to increased rates of absence, high staff turnover, low levels of job satisfaction and the sustenance of a low-trust employee relations environment (Bloisi.W, 2007).

The physical work environment can have a profound effect on people, especially if it is poor one. The above table depict that, 54(43.2%) of respondents were agreed that poor physical work environment is a very important causes of employee turnover. 56(44.8%) of respondents also replied that poor physical work environment is an important causes of employee turnover. 4(3.2%), 7(5.6%), 4(3.2%) of the respondents replied uncertain, somewhat important cause, and not important cause of employee turnover respectively. 88.0%) of respondents were replied that poor physical work environment is one of the major causes of employee turnover. The researcher also witnessed that the work environment is very poor. Even some employees have not adequate seat and working materials. The problem is highly persisting in lower level administration. It is statistically significant at ($df = 16, X^2 = 40.18, p, 0.01$), so the null hypothesis is rejected, see the

appendix. A poor physical work environment can decrease efficiency, cause fatigue, decrease morale, decrease productivity, decrease customer satisfaction, cause lost time, and increase cost, absenteeism and finally turnover (Michael Drafke, 2006). When the adverse effects of the physical work environment are not attended to by management, employees may lose interest in the work and might leave the organization. So, the organization should create conducive work environment to retain its employee, other ways it is difficult.

As indicated on table 4.2, work and family-life conflict causes employee turnover. Respondents point out the importance of work family-life conflict that, 35(28.0%) of them replied a very important cause, 21(16.8%) an important cause and uncertain, 18(14.4%) somewhat important cause and 30(24.0%) of the respondents were responded not important cause. According to the above table work family-life conflict is not contributes as such to employee turnover. Only 56 (44.8%) of respondents were agreed that work family-life conflict contributes employee turnover. Most of sampled employees are single/ not get married; they may be living alone or living with their own family that may not affected by the problem. However, almost all married people replied that work family life is one of the most important causes of employee turnover. Work life balance can help to improve performance in organizations, as it can be reduce stress and enable employees to follow outside pursuit. This means that when they are at work they should be refreshed and energized. Work life balance should be reflected at all levels of the organization, from board level downwards (Bloisi.W, 2007). If work life balance is not work, employees will quite their job often. The table below indicates how work family-life conflict contribute employee turnover. The relation between marital status and work family-life conflict is significant at ($df=8$, $X^2= 38.732$, $p=0.00$), see the appendix.

4.1.3 Salary and Benefit Package

Table 4.3 Employees perception on salary and benefit package of the organization

Feeling of being paid fair the work do	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	87	69.6	69.6	69.6
Disagree	26	20.8	20.8	90.4
Neutral	6	4.8	4.8	95.2
Agree	3	2.4	2.4	97.6
Strongly Agree	3	2.4	2.4	100.0
Total	125	100.0	100.0	
Satisfaction with current salary				
Strongly Disagree	96	76.8	76.8	76.8
Disagree	24	19.2	19.2	96.0
Neutral	1	.8	.8	96.8
Agree	3	2.4	2.4	99.2
Strongly Agree	1	.8	.8	100.0
Total	125	100.0	100.0	
Equitable benefit package with other organization				
Strongly Disagree	39	31.2	31.2	31.2
Disagree	37	29.6	29.6	60.8
Neutral	33	26.4	26.4	87.2
Agree	13	10.4	10.4	97.6
Strongly Agree	3	2.4	2.4	100.0
Total	125	100.0	100.0	

Employees were asked to rate their feeling about the fairness of payment to the work they do. 87(69.6%) and 26(20.8%) of respondents were strongly disagree and disagree respectively the fairness of the payment to the work they do. Six (4.8%) of them were agreed on neutral. Three (2.4%) of respondents were agree and strongly agree about their payment. In general, the majority of respondents had been strongly disagreed the payment they gain to the work they accomplished.

The above table depict that, 96(76.8) of respondents were strongly dissatisfied with their current salary. 24(19.2) of respondents were dissatisfied with current salary and 1(0.8) were neutral. Only 4(3.2%) of the respondents were satisfied with their current salary. The researcher identified that those who were satisfied with current salary have better salary/pay relatively to others. The data indicate that almost all the sampled population dissatisfied with the current salary package. Therefore, workers having salary discontent leave their current work simply and there is need to revise the salary structure of the organization. The consensus among researchers specializing in retention issues is that pay has a role to play as a satisfier, but that it will not usually have an effect when other factors are pushing an individual towards quitting. Raising pay levels may thus result in greater job satisfaction where people are already happy with their work, but it will not deter unhappy employees from leaving (Bloisi.W, 2007). Herzberg believes that pay is a hygiene factor rather than a motivator. This means that it can be a cause of dissatisfaction at work, but not of positive job satisfaction. People may be motivated to leave an organization that is perceived as paying badly, but once they are satisfied with their pay additional increases have little effect (Drafke.M, 2006). The reward package and the pay level of most government organizations are very poor compared to with those private organizations and this cause's high employee turnover. Appropriate compensation plans are believed to motivate employees to perform to organizational expectations and allow the organization to attract and keep good employees. The resultant benefits to the organization are lower turnover, lower absenteeism, and lower employee training costs (Abbass F. Alkhafaji, 2003).

The above table portrayed that, 39(31.2%), and 37(29.6%) of respondents were replied strongly disagree and disagree respectively with equitable benefit package with other organizations. Surprisingly, 33(26.4%) of them answered neutral about equitable benefit package with other

organizations. 13(10.4%), and 3(2.4) of respondents were replied agree and strongly agree with respect to the equitable benefit package in comparison with other organizations. The data uncovered that majority of respondent were blamed the organization to have unequal benefit package by comparing with other organizations. The reward package and the pay level of most government organizations are very poor compared to with those private organizations and this cause's high employee turnover. Appropriate compensation plans are believed to motivate employees to perform to organizational expectations and allow the organization to attract and keep good employees.

4.1.4. Recognition and Work Conditions

Table 4.4 Recognition and Work Conditions

Recognition for employee contribution	Frequency	Percent	Valid Percent	Cumulative Percent
Very poor	50	40.0	40.0	40.0
Poor	25	20.0	20.0	60.0
Average	34	27.2	27.2	87.2
Good	14	11.2	11.2	98.4
Excellent	2	1.6	1.6	100.0
Total	125	100.0	100.0	
Chance for Promotion				
Very poor	50	40.0	40.0	40.0
Poor	40	32.0	32.0	72.0
Average	21	16.8	16.8	88.8
Good	12	9.6	9.6	98.4
Excellent	2	1.6	1.6	100.0
Total	125	100.0	100.0	
Guidance from supervisor				
	Frequency	Percent	Valid Percent	Cumulative Percent
Very poor	58	46.4	46.4	46.4
Poor	27	21.6	21.6	68.0
Average	24	19.2	19.2	87.2
Good	14	11.2	11.2	98.4
Excellent	2	1.6	1.6	100.0
Total	125	100.0	100.0	

Supervision Practice	Frequency	Percent	Valid Percent	Cumulative Percent
Very poor	44	35.2	35.2	35.2
Poor	30	24.0	24.0	59.2
Average	27	21.6	21.6	80.8
Good	17	13.6	13.6	94.4
Excellent	7	5.6	5.6	100.0
Total	125	100.0	100.0	
Level of participation on organizational issues				
Very poor	47	37.6	37.6	37.6
Poor	42	33.6	33.6	71.2
Average	21	16.8	16.8	88.0
Good	14	11.2	11.2	99.2
Excellent	1	.8	.8	100.0
Total	125	100.0	100.0	
Work environment				
Very poor	73	58.4	58.4	58.4
Poor	26	20.8	20.8	79.2
Average	16	12.8	12.8	92.0
Good	8	6.4	6.4	98.4
Excellent	2	1.6	1.6	100.0
Total	125	100.0	100.0	

The above table indicates the recognition of employee contribution in the sub-city. Based on the table, 50(40.0%) of the respondents were replied very poor, 25(20.0%) of them answered poor, 34(27.2%) of them said average, 14(11.2%), 2(1.6%) of respondent were replied good and excellent respectively to recognition of employee contribution in the sub-city. The result indicates that 87.2% of respondents were rate recognition of employee contribution average and

below. Therefore, the data indicate that there is poor recognition system to employee contribution.

Table 4.4 shows the chance for employee promotion opportunity in the sub city. 50(40.0%) of respondents were replied very poor, 40(32.0%) of respondents were said poor, 21(16.8%), 12(9.60%), 2(1.6%) of respondents were answered average, good, and excellent respectively for the chance of employees promotion opportunity in the sub-city. The data tells us that promotion opportunity in the sub-city is very limited and this contributes to employee turnover. Therefore, lack of promotion considerably contributed to employees' intention to go away from the organization. Fair and clear employee promotion program should be practiced be based on employee's performance and ability and qualification

Table 4.4 displays that, 58(46.4%), 27(21.6%), 24(19.2%), 14(11.2%), and 2(1.6%) of respondents were answered very poor, poor, average, good and excellent respectively, the guidance employees get from their supervisor. Only 32% of employees agree that they get guidance from their supervisor average and above. 68% of the respondents were also agreed that they did not get adequate guidance from their supervisor. Supervisory support can motivate workers to stay despite the stress and frustration of the job. Lack of supervisory support, on the other hand, is often cited as a critical factor in an employee's decision to leave. So, it contributes staff turnover. Adequate guidance and supervision is a key to reducing turnover. Supervisory support can motivate workers to stay despite the stress and frustration of the job. Therefore, the supervisor/boss should provide adequate direction to employee if need arises.

Table 4.4 shows supervision practice in the sub-city with respect to work conditions. The table shows that, 44(35.2%), 30(24.0%), 27(21.6%), 17(13.6%), 7(5.6%) of respondents were replied very poor, poor, average, good and excellent respectively. The data shows majority of

respondents express the supervision practice is very poor. The relation between supervision and employee turnover is significant at ($df = 16, X^2 = 30.082, p = 0.018$), see the appendix. Loss of trust and confidence in senior leaders and supervisors lead to employee turnover. Good supervision is a key to reducing turnover. Supervisory support can motivate workers to stay despite the stress and frustration of the job. Lack of supervisory support, on the other hand, is often cited as a critical factor in an employee's decision to leave. Even good supervisors become ineffective when they are so stretched with other responsibilities that they are unavailable to their staff. The data shows majority of respondents express the supervision practice in the sub-city is very poor. The reason may be either there is incompetent supervision practice due to political appointed supervisor or lack of managerial training in human resource management skill. Those supervisors also change frequently that affect the relationship between employee and supervisor. Organizations experiencing high turnover among supervisors often also face high turnover employee. Inexperienced supervisors who lack appropriate and timely training are sometimes simply incapable of providing the needed staff support (Justin Thomas, 2015). In the sub-city, almost all managers are political appointees with political trust incapable of supporting employee's needs. So, the position should be field based on adequate training, qualification and competition.

In terms of level of employee participation in organizational issues, 47(37.6%) of respondents were rate their level of participation very poor, 42(33.6%) of the replied poor. 21(16.8%), 14(11.2%), 1(0.8%) of them also answered average, good and excellent respectively. 88.0% of respondents rate the level participation average and below. The relation between level of participation on organizational issues and employee turnover is significant at ($df = 16, X^2 = 47.035, p = 0.000$), see the appendix. Therefore, we can conclude the level of employee

participation is very poor. But, employees like being involved. They appreciate having their opinions listened to and acted upon, particularly in matters that directly concern their day-to-day activities. The chances of their being positively satisfied with their work are thus greatly improved if they are genuinely able to be involved. Organizational objectives are more effectively and efficiently achieved if employees have some say in decision-making, especially as it affects their own areas of work (Derek, T. et al., 2008). The involvement leads to lower staff turnover, lower levels of absence, the ability to attract more recruits and higher levels of performance. The effective management of change is especially enhanced by employee involvement because people are always happier to support what they helped to create (Derek, T. et al., 2008). If there is no opportunity to voice concerns, employees who are unhappy will inevitably start looking elsewhere (Asti K. Ghosh, 2003). The management therefore, needs to encourage the active participation of employee to retain experienced work force.

Table 4.4 shows the situation of work environment in the sub-city. 73(58.4%) of the respondents were identified very poor, 26(20.6%) of them were said poor, 16(12.8%) of respondents agreed on average, 8(6.4%) of them said good and the rest were agreed on excellent. Based on the above data we can conclude that the work environment is very poor in the sub-city administration. When the adverse effects of the physical work environment are not attended by management, employees may lose interest in the work and might leave the organization. Therefore, the organization should create favorable working environment to retain its employee.

4.1.5 Job Related Issues and Turnover

Table 4.5 Job Related Issues and Turnover

Clear Job Responsibility	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	10	8.0	8.0	8.0
Disagree	11	8.8	8.8	16.8
Neutral	36	28.8	28.8	45.6
Agree	55	44.0	44.0	89.6
Strongly Agree	13	10.4	10.4	100.0
Total	125	100.0	100.0	
Feeling of Work Do				
Strongly Disagree	8	6.4	6.4	6.4
Disagree	19	15.2	15.2	21.6
Neutral	35	28.0	28.0	49.6
Agree	56	44.8	44.8	94.4
Strongly Agree	7	5.6	5.6	100.0
Total	125	100.0	100.0	
Job Frustration				
Strongly Disagree	23	18.4	18.4	18.4
Disagree	40	32.0	32.0	50.4
Neutral	44	35.2	35.2	85.6
Agree	17	13.6	13.6	99.2
Strongly Agree	1	.8	.8	100.0
Total	125	100.0	100.0	
Turnover Intention				
Strongly Disagree	1	.8	.8	.8
Disagree	7	5.6	5.6	6.4
Neutral	6	4.8	4.8	11.2
Agree	59	47.2	47.2	58.4
Strongly Agree	52	41.6	41.6	100.0
Total	125	100.0	100.0	
Turnover				
	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	4.0	4.0	4.0
Disagree	6	4.8	4.8	8.8
Neutral	8	6.4	6.4	15.2
Agree	57	45.6	45.6	60.8
Strongly Agree	49	39.2	39.2	100.0
Total	125	100.0	100.0	

Table 4.5 shows that, 10(8.0%), 11(8.8%), 36(28.8%), 55(44.4%), 13(10.4%) of respondents were replied strongly disagree, disagree, neutral, agree and strongly degree respectively about clear responsibility of their job. The result indicate that 68(54.4%) of respondents were agreed that they have clear job responsibility or job descriptions. But 57(55.6%) of them were answered neutral and below and this is not an easy number that needs to strong attention by management or capacity building office.

Table 4.5 shows the feeling of employee about the work they do. Eight (6.4%) of respondents were replied strongly disagree, 19(15.2%) of them said disagree, 35(28.0%) of them answered neutral, 56(44.8%) them also decided agree, and 7(5.6%) of them strongly agree with respect to the feeling of the work the accomplished. According to the above table almost half of the sampled population agrees that they were felt well about the work they do. But almost half of the sampled population also agreed neutral and below.

Some of our biggest frustrations in our life can come from work environment. Job frustration is the feeling of being upset or annoyed as a result of being unable to change or achieved something. Employees were asked about job frustration which is the feeling of not good in doing their job. 63(50.4%) respondents were responded disagree and strongly disagree and 62(49.6%) of respondents also replied neutral and above about their feeling. The result implies that there should be a clear job description, empowerment and participation of employee to build their confidence to help them to be pride, and motivate them.

Table 4.5 depicts that, 16(12.8%), 32(25.6%), 44(35.2%), 23(18.4%), 10(8.0%) of respondents were answered strongly disagree, disagree, neutral, agree and strongly disagree respectively about their job gives enough time for family activity. Majority of respondents were agreeing that their work does not permit them to family life activity. Now a day, Work family-life conflict is

one of the biggest challenges that lead to employee turnover especially to married people. So, there is a need to flexible work conditions and child care place near to the work place to reduce turnover. Turnover intention is a situation in which an organizations employees plan to leave their position. Employees were asked if they think about quitting/ leaving their job for another. Based that, table 4.5 shows that, 52(41.6%), and 59(47.2%) of respondents were replied strongly agree and agree. Six (4.8%), 7(5.6%), 1(0.8%) of respondents were answered neutral, disagree, and strongly disagree about thinking to quit their work or position. The data indicate that almost all employees are going to quit their job if they got an opportunity. First, employees psychologically remove themselves from the job and exhibit a very low level of job involvement, increase absenteeism, show little trust, try to look outside job and finally leave their position. Therefore, turnover intention should critically examine and solve early before employees leave their job, other ways it is difficult.

Employees were asked looking for a job outside. Table 4.5 point out that, 49(39.2%) and 57(45.5%) of respondents were replied strongly agree and agree respectively actively looking a job outside. Only 19(15.2%) of respondents were not find a job outside. The rest of respondents were ready to quit their job. It is the actual turnover or functional turnover, mostly the best performer leaves their position. It is go beyond turnover intention and likely to quit.

4.1.6 Consequences of Employee Turnover

Table 4.6 Consequences of Employee Turnover

Increased Workload	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Disagree	5	4.0	4.0	4.0
Disagree	6	4.8	4.8	8.8
Neutral	11	8.8	8.8	17.6
Agree	48	38.4	38.4	56.0
Strongly Agree	55	44.0	44.0	100.0
Total	125	100.0	100.0	
Increase Training Cost				
Strongly Disagree	9	7.2	7.2	7.2
Disagree	14	11.2	11.2	18.4
Neutral	39	31.2	31.2	49.6
Agree	42	33.6	33.6	83.2
Strongly Agree	21	16.8	16.8	100.0
Total	125	100.0	100.0	
Decreased Organizational Service				
Strongly Disagree	3	2.4	2.4	2.4
Disagree	8	6.4	6.4	8.8
Neutral	8	6.4	6.4	15.2
Agree	47	37.6	37.6	52.8
Strongly Agree	59	47.2	47.2	100.0
Total	125	100.0	100.0	
Decreased Management Efficiency				
Strongly Disagree	10	8.0	8.0	8.0
Disagree	20	16.0	16.0	24.0
Neutral	52	41.6	41.6	65.6
Agree	27	21.6	21.6	87.2
Strongly Agree	16	12.8	12.8	100.0
Total	125	100.0	100.0	
Decreased Customer Service				
Strongly Disagree	3	2.4	2.4	2.4
Disagree	7	5.6	5.6	8.0
Neutral	7	5.6	5.6	13.6
Agree	34	27.2	27.2	40.8
Strongly Agree	74	59.2	59.2	100.0
Total	125	100.0	100.0	

Employees were asked whether their workload is increased or not due to staff turnover. Table 4.6 portrayed that, 55(44.0%) and 48(38.4%) of respondents were point out strongly agree and agree respectively. 11(8.8%), 6(4.8%), and 5(4.0%) of respondents were answered neutral, disagree and strongly disagree about increasing workload on the remaining employee due to turnover. As indicated on the above table the majority of employees 82.4% of respondents were agreed that workload is increase due to staff turnover. Only 17 percentages of the employees had not increased their work load. The relation between workload and turnover is significant at (df = 16, $X^2 = 44.189$, p, 0.00), see the appendix. When an employee leaves the organization the present employees have to fill the gap until a new employee is hired. The loss of employees can result in increased work load to the other employees in the organization. According to Justin Thomas (2015) 63.33 % employees suggest that the employee turnover in their organization leads to increased work load. Only 10 percentages of the employees had not increased their work load. When employees with their skills and knowledge leave the organization, it reduces the quality of the service of the organization, hamper moral of the remaining employees, force the organization to huge amount of financial lose, and even increase work load to the remaining workers. Job Satisfaction level of employees with normal work load determines feelings of enjoying on their respective jobs. However, it was analyzed that there are discouraging factors when additional jobs were transferred or handed over to existing employee when a staff resigns from the organization. Therefore, employees should not be overloaded with challenges that are too difficult or impossible.

Table 4.6 shows that, 21(16.8%), 42(33.6%), 39(31.2%), 14(11.2%), and 9(7.2%) of respondents were point out strongly agree, agree, neutral, disagree and strongly disagree respectively with respect to training cost. Almost half of the sampled populations were point out that training cost

increase due to staff turnover. It is obvious and when a worker leaves and is replaced, there are prices related to the method of losing the primary worker (especially in private organization) and hiring and coaching the new one. High prices are one of the additional mentioned negatives of high turnover. So, retaining the trained professional is very important to reduce such types of cost. Turnover has an impact over the organizations cost related to recruitment and selection and induction and training of new employee and above all lose knowledge gained by the employee while on the job. The study found that, almost half of the sampled populations were point out that training cost increase due to staff turnover. It is obvious and when a worker leaves and is replaced, there are prices related to the method of losing the primary worker (especially in private organization) and hiring and coaching the new one. So, retaining the trained workforce is very important to reduce such types of cost.

Table 4.6 shows that, 59(47.2%) of respondents were replied strongly agree, 47(37.6%) of them point out agree, 8(6.4%) of respondents were answered disagree and 3(2.4) of them said strongly disagree with respect to decreasing organizational service. The majority of respondents were agreed that organizational service decrease due to employee turnover, that is measured by customer complain and dissatisfaction. The service will try to provide by the existing employees until the new one hire. New employees typically need time to be told the way to fulfill their roles; since organizational with high turnover can tend to possess additional inexperienced employees, they may conjointly suffer from lower organizational service.

Table 4.6 point out that, 16(12.8%) of respondents were agreed strongly agree, 27(21.6%) of them agree, 52(41.6%) of them agreed on neutral, 20(16.0%) of them were disagree and 10(8.0%) respondents were also agreed on strongly disagree that management efficiency is decreased due to staff turnover. In general, 65% of respondents were point out that management

efficiency is not decreased due to employee turnover. However, it is clear that the management may lose time in routine tasks to serve the customer that leads to inefficiency of the main task.

Employees were asked whether customer satisfaction decrease due to staff turnover. Based on that 74(59.2%) of respondents were strongly agree, 34(27.2%) of them also agree, 7(5.6%) of them neutral and disagree, and only 3(2.4%) of the respondents were strongly disagree about customer satisfaction when there is high staff turnover in the organization. Customers might feel more comfortable talking to a similar staff and client service representatives over time. Personal relationships and familiarity will build client loyalty. If employees are perpetually fired and being replaced by new ones, it may limit the power of the business to make a powerful rapport with customers. According to Justin Thomas, 2015, 30 % of the employee points that the customers may need quit employees. In this study 86.4% of respondents were point out that customer are dissatisfied due to employee turnover. In summary, majority of respondents were observed that customers were dissatisfied with the service due the volatility nature of the work force.

4.1.7 Descriptive Statistics

Table 4.7 Descriptive Statistics of basic independent variables

Causes of turnover	N	Minimum	Maximum	Mean	Std. Deviation
salary	125	1.00	5.00	4.7920	.52817
workenvironment	125	1.00	5.00	4.4720	.98026
workload	125	1.00	5.00	4.1360	1.03444
participation	125	1.00	5.00	2.0400	1.03488
Supervision	125	1.00	5.00	2.3040	1.23930
turnover	125	1.00	5.00	4.1120	1.00174
Valid N (listwise)	125				

Regarding the important causes of employee turnover the above table depicts that the salary (mean 4.792 & SD 0.528), workload(mean 4.136 & SD 1.0344),and work environment (mean

4.472 & 0.980 scored the highest mean which demonstrate the extent of causes of employee turnover. Supervision(mean 2.304 & SD 1.24) and participation on organizational issue(mean 2.04 & SD 0.1.0340) also indicate the level of dissatisfaction employee with regard to those factors.

4.1.8 Results of Pearson Correlation Coefficient

Table 42 depicts the Pearson correlation for the variables used in the regression model. This analysis is carried out to find out the relationship between the dependent and independent variables.

Table 4.8 Correlations matrices of independent and dependent variables

Causes of employee turnover		turnover
Lowsalary	Pearson Correlation	.218*
	Sig. (2-tailed)	.015
	N	125
Poor physical Workenvironment	Pearson Correlation	.319**
	Sig. (2-tailed)	.000
	N	125
workload	Pearson Correlation	.240**
	Sig. (2-tailed)	.007
	N	125
participation	Pearson Correlation	-.258**
	Sig. (2-tailed)	.004
	N	125
supervision	Pearson Correlation	-.330**
	Sig. (2-tailed)	.000
	N	125
turnover	Pearson Correlation	1
	Sig. (2-tailed)	125
	N	

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

In the above correlation matrices the correlation coefficient between the dependent and independent variables shows, participation, and supervision had negatively correlated with

turnover with value of -0.258, and, -0.33 respectively. On the other hand, work environment, workload, and low salary had positively correlated with turnover with the value of 0.319, 0.240 and 0.218. To assess multi-collinearity, we examine the correlations among the independent variables. If they are larger than .90, we would be concerned about multi-collinearity. None of the coefficients are greater than .90 so, multi-collinearity is not a problem on the study and all variables are statistically significant.

4.1.9 Results of Regression Analysis

The initial analysis made in the previous section showed that the assumptions were not violated. When evaluating the significance of the model in ANOVA and model summary, the result in the ANOVA for linear regression predicts the outcome variables significant with P-value of 0.00 showing the model applied was significant enough in predicting the independent variables. The Durbin-Watson statistic is used to test for independence of residuals. The value of the Durbin-Watson statistic ranges from 0 to 4. As a general rule, the residuals are independent (not correlated) if the Durbin-Watson statistic is approximately 2, and an acceptable range is 1.50 - 2.50. In this case, Durbin-Watson is 1.983 and it is within the acceptable range. We can assume independence of residuals.

Table 4.9 Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.489 ^a	.239	.207	.75132	1.983

a. Predictors: (Constant), supervision, workload, poor physical work environment, low salary, participation

b. Dependent Variable: turnover

Table 4.10 ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	21.098	5	4.220	7.475	.000 ^b
Residual	67.174	119	.564		
Total	88.272	124			

a. Dependent Variable: turnover

b. Predictors: (Constant), supervision, workload, poorphysicalworkenvi, low salary, participation

Table 4.11 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.254	.751		3.001	.003		
Lowsalary	.170	.135	.106	1.252	.213	.889	1.125
Poorphysicalworkenviro nment	.191	.073	.221	2.611	.010	.896	1.117
workload	.201	.082	.198	2.450	.016	.984	1.016
participation	-.097	.071	-.123	-1.366	.175	.787	1.271
Supervision	-.137	.062	-.201	-2.208	.029	.771	1.297

a. Dependent Variable: turnover

The result of the multiple regression analysis of independent variables indicated that workload, work environment, and low salary had positive coefficient (standardized) whereas participation on organizational issues, and supervision had negative coefficient. In addition, the p value of workload, work environment and supervision variables are below 0.05 and others are above that level due to high analytical level, but statistically significant by chi-square and correlation analysis. Precision increases with higher level analysis but significant level decrease. When evaluating the independent variable in the standardized coefficient column the beta value, work environment made the strongest unique contribution in explaining the dependent variable turnover and the value that made least contribution is low salary. Multi-collinearity exists when Tolerance is below .10 and Variance inflation factor (VIF) is greater than 2.5

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

This study investigated the causes and consequences of employee turnover in Kolfie Keranio sub-city at head office level only. The study was conducted through a samplings survey using existing permanent employee as a target population. In this chapter, attempt is made to present the findings of the study, draw conclusions and make recommendations. The summaries are presented along with research objectives. The general objective of the study is to investigate the cause and consequences of employee turnover. Specific objectives are to identify the causes of employee turnover, to examine which factor is the most important to employee turnover, to investigate the consequences of turnover on organizational performance, to provide appropriate staff retention mechanisms that help to reduce turnover.

5.1 Summary

Based on the regression analysis conducted, the major causes of employee turnover are;

- Poor physical work environment (22.1%), supervision (20.1%), workload (19.8%), level of participation on organizational issues (12.3%) and low salary (10.6%). Others also contribute their own share as indicated on percentage analysis.
- The study revealed that the highest numbers of employee were not satisfied with pay level of the organization. The data revealed that they were not paid well. The data indicated that employee who work more and have higher performance was not rewarded with better pay and was not get promotion or career development opportunity.
- Pay level, salary and benefits packages are the most and highly influential causes for employee turnover. 96.0% of employees replied that they are highly dissatisfied with the current pay level of the organization. About majority of employees who will intended

to left the sub-city indicated that salary was one of the reasons for their resignation. Therefore, the analysis indicates that employees are discouraged because of low payment system. Thus, 88.8% employees were intended to leave the organization because of poor payment or low salary.

- Poor physical working environment is one of the main reasons for employee to move from organization to organization. The analysis that was conducted revealed that 79% of employees agreed as the working environment is not comfortable for performing their jobs. Therefore, the work environment had a profound effect on employee turnover and separation and needs high attention by management.
- Employee and supervisor relationship was one of the areas that 80.8% concluded it as a disadvantaged issue in the organization. The study revealed that the relationship between both parties, 'managers' and employees were poor.
- As indicated on the objectives, the study was undertaken to examine consequences of turnover on the service delivery or performance of the organization. The finding revealed that 84.8% of respondents were agreed that organizational service was affected by the employee turnover. The study also revealed that 86.4% of the respondents were agreed that customer satisfaction is decreased due to high staff turnover in the organization.
- The study also finds that 65% of respondents were point out that management efficiency is not decreased due to employee turnover, but statistically significant.

5.2 Conclusion

The study found that; low level salary and benefit packages, poor working environment, workload, lack of recognition, poor participation in the decision making process of the organizational matters, mismatch between the person and the work, lack of career advancement, job dissatisfaction, conflict with supervisors are the major push factors of employee turnover. The opposite sides of these factors are pull factors that cause employee turnover.

The study found that, almost all the sampled populations were dissatisfied with the current salary package. 96.0% of employees replied that they are highly dissatisfied with the current pay level of the organization. Therefore, workers having salary discontent leave their current work simply.

The study shows majority of respondents express the supervision practice in the sub-city is very poor. So, we can conclude that there is poor supervision practice in the sub city.

The study found and concludes that there is good relationship between employees in work place. Level of employee participation supervision practice is very poor. The chances of their being positively satisfied with their work are thus greatly improved if they are genuinely able to be involved. So we can conclude that there is poor level of employee participation.

The study found that the majority of employees 82.4% of respondents were agreed that workload is increase due to staff turnover. Only 17 percentages of the employees had not increased their work load. Increase in work load due to resignation of employees, customer dissatisfaction, cost for new recruited employee, losing skilled and knowledge of due to employee turnover, and others were affected the service delivery of the organization. The real factors of the organization forced even the existing employee to follow footsteps of the leaver.

The study found that 84.8% of respondents agree that organizational services/ productivity are reduced due to employee turnover. So, we can conclude that organizational service is decline.

86.4% of the respondents were agreed that customer satisfaction is decreased due to high staff turnover in the organization. So, we can conclude that customers were dissatisfied with the service due to the volatility nature of the work force.

The finding claimed that most of employees intended to quit their job if they get any opportunities in other organizations. We can conclude that 88.80% of employees have intention to leave the organization if they get any opportunity.

In general, the findings lead to the conclusion that the sub-city is losing its human capital that means the best performers and other key personnel those cannot be replaced in months and due to this it leads to decline the service of the organization ultimately leads to customer dissatisfaction and complain.

5.3 Recommendations

To reduce high rate of employee turnover, the organization or government should revise administrative policies including salary administration, benefits packages and try to meet employee's expectations. The organization should evaluate and re-structure its current salary, benefit and reward packages to retain its employees from leaving the organization.

The management should create conducive work environment that makes effective use of employees' skill and knowledge; provide adequate seat and enough working materials to discharge their responsibilities.

As training increase the performance of employee, organization should work on its human resource in providing training programs in a fair manner to all levels and categories of employee based on the pre-planned programs and upon department's need assessment analysis as stipulated on the personnel manual of the organization.

There should be active involvement of the employee in organizational issues which affects directly or indirectly their own work area. The higher the participation of employee in the decision making process, the faster for its implementation and employee satisfaction. Hence managers should encourage, employees to participate the decision making process of the organization including the core programs.

Improving the quality of line management is very important because many people leave their manager not the organization. In the sub-city supervisory positions are field without adequate experience or training through political trust. The most effective means of reducing staff turnover in organizations is to improve the performance of line managers. Training should be given to the so called 'managers' and other HR managers how to retain its employees. The so called 'managers' should take managerial trainings especially on human resources aspect which neutralize the arbitrary behaviors in handling employees.

Managers at different level of the organization should work closely with the subordinates and support the employees to achieve organizational objectives. Selecting the right man to the right work also needs high attention because mismatches the person and the work highly contributes of employee turnover. Proper induction should also give to the new employees to match their expectations. Fair and clear employee promotion program should be practiced be based on employee's performance and ability and qualification.

In general, the researcher recommended that selecting right man for the right job, continuous review of compensation package, leadership and supervision, career planning and development, improving working condition, arrange a conducive work environment, team building, counseling leavers, flexible working hours, employee participation, turnover policies and appreciations are very important to retain qualified employees.

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Appendix 1
St. Mary's University
School Of Graduate Studies

Questionnaire to be filled by employees

The questionnaire is designed to collect the required data to conduct an entitled “causes and consequences of employee turnover in Kolfie Keranio sub-city administration.” This study is conducted in partial fulfillment of the requirement for award of MBA degree from St. Mary's University. I kindly request you to take your precious time to fill this questionnaire as frank as possible. I inform you that, the information you provided will be consumed for academic purpose only. Your responses will be handled with utmost confidentiality. You are not required to write your name. You have a right not to participate in the research if you want to do so. Your genuine response will contribute highly to the validity of the result. I would like to thank you for your willingness to participate in this study. If you have any question to ask, please contact me at any time through the following address – 0922825180

Thank You in Advance!!!

General Instructions

1. Please indicate your answers by ticking (√) on the appropriate box provided.
2. Please select only one among the options given in the Likert scale in part II.

Part I

Demographic related Questions

1. Sex: Male Female
2. Age group: Below 30 31-40 41-50 above 51
3. Marital status: Single Married Divorced Separated
4. Educational Qualification:
 High school complete or below Diploma
 First degree Master's degree and above

5. Year of experience in the sub-city administration?

Less than 2years 2-4years

5-10years More than 10 years

6. Monthly Salary in Birr:

Less than 2000 2001-2500

2501-3000 3001-4000

4001-6000 more than 6000

Part II

Questions Related to the Causes of Employee Turnover

A. Causes that create employee turnover

Please indicate the most important to you of the following causes on a 5-point Likert scale as causes of employee turnover.

No	Causes of employee turnover	A very important cause	An important cause	uncertain	Somewhat important cause	Not important cause
7	Low salary	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Conflict with supervisors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	Poor level of participation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	Lack of promotion opportunity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	Careerdevelopment with other employers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	Job dissatisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13	Career dissatisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14	Mismatch between the person and the job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15	Conflict with team members	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16	Stress	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17	Poor physical work environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18	Lack of recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19	Work- family life conflict	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. Questions Related Salary and Benefit Package

Please indicate your level of agreement or disagreement with the following statements about your salary and benefit package.

No	Salary and benefit package.	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
20	I feel I am being paid a fair amount for the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21	I feel satisfied with my chances for salary increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22	Raises are too few and far between	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23	I am satisfied with my current salary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24	The future hope of getting better benefit made me to stay in the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25	I am satisfied with the benefit I receive.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26	The benefit package we have is equitable in comparison with other organizations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. Questions Related to Recognition, Relationship and Work Conditions

Please rate recognition, relationship and work conditions in your workplace with respect of the statements given in the table below.

No	Recognition, Relationship and Work Conditions	Very poor	Poor	Average	Good	Excellent
27	The experience of giving recognition for employees contribution is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28	Chance for promotion on my job is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29	The guidance you get from your supervisor/boss is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30	Your relationship with colleagues on the work issues are	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31	Your relationship with your supervisor/boss on the job issues is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

32	The flexibility of working condition is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
33	The physical work environment is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
34	Level of employee participation on organizational issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
35	Level of supervision practice is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
36	Level of empowerment is	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. Turnover and Job Related Questions

Please indicate your level of agreement or disagreement with the following statements regarding your job.

No	Job Related questions and turnover	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
37	My job responsibility is clear to me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
38	I like doing the thing I do at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
39	I feel a sense of pride in doing my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
40	I feel frustrated at my job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
41	My job gives me enough time for family activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42	I am actively looking for a job outside	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43	I often think about quitting/ leaving my job for another	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44	I don't want to leave the sub-city administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

E. Questions Related to Consequence of Employee Turnover

Please indicate agreement or disagreement with the following statements regarding consequences of turnover.

No	Consequence of employee turnover	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
45	increased workload on remaining employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46	Increased Training Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47	Decreased organizational Productivity/ Service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48	decreased Management efficiency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
49	Decreased Customer Satisfaction	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
50	Increased Development Cost	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Appendix 2

Chi-square test results

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
turnover * low salary	125	100.0%	0	0.0%	125	100.0%
turnover * participation	125	100.0%	0	0.0%	125	100.0%
turnover * supervision	125	100.0%	0	0.0%	125	100.0%
turnover * work environment	125	100.0%	0	0.0%	125	100.0%
turnover * workload	125	100.0%	0	0.0%	125	100.0%

turnover * low salary Crosstabulation

Count

		low salary				Total
		not important cause	uncertain	An important cause	A very important cause	
turnover	strongly disagree	0	0	0	1	1
	disagree	1	0	2	4	7
	neutral	0	0	0	6	6
	agree	0	1	12	46	59
	strongly agree	0	0	6	46	52
Total		1	1	20	103	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2- sided)
Pearson Chi-Square	22.306 ^a	12	.034
Likelihood Ratio	12.645	12	.395
Linear-by-Linear Association	5.879	1	.015
N of Valid Cases	125		

a. 15 cells (75.0%) have expected count less than 5. The minimum expected count is .01.

Crosstab

Count

		Participation on organizational issues					Total
		very poor	poor	average	good	excellent	
turnover	strongly disagree	1	2	0	2	0	5
	disagree	1	2	2	1	0	6
	neutral	4	0	1	2	1	8
	agree	20	20	8	9	0	57
	strongly agree	21	18	10	0	0	49
Total		47	42	21	14	1	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	47.035 ^a	16	.000
Likelihood Ratio	31.731	16	.011
Linear-by-Linear Association	8.267	1	.004
N of Valid Cases	125		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .01.

Crosstab

Count

		Supervision					Total
		very poor	poor	average	good	excellent	
turnover	strongly disagree	0	0	2	2	1	5
	disagree	3	0	2	1	0	6
	neutral	2	0	1	2	3	8
	agree	22	12	10	11	2	57
	strongly agree	17	18	12	1	1	49
Total		44	30	27	17	7	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	30.082 ^a	16	.018
Likelihood Ratio	33.017	16	.007
Linear-by-Linear Association	13.522	1	.000
N of Valid Cases	125		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .06.

turnover * Poor physical work environment Cross tabulation

Count

		Poor physical work environment					Total
		not important cause	somewhat important cause	uncertain	An important cause	A very important cause	
turnover	strongly disagree	0	0	0	0	1	1
	disagree	1	2	2	1	1	7
	neutral	0	0	0	5	1	6
	agree	2	5	1	30	21	59
	strongly agree	1	0	1	20	30	52
Total		4	7	4	56	54	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	40.179 ^a	16	.001
Likelihood Ratio	31.532	16	.011
Linear-by-Linear Association	12.587	1	.000
N of Valid Cases	125		

a. 21 cells (84.0%) have expected count less than 5. The minimum expected count is .03.

Crosstab

Count

		workload					Total
		strongly disagree	disagree	neutral	agree	strongly agree	
turnover	strongly disagree	0	2	1	2	0	5
	disagree	2	0	1	3	0	6
	neutral	0	0	2	2	4	8
	agree	0	3	6	24	24	57
	strongly agree	3	1	1	17	27	49
Total		5	6	11	48	55	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	44.189 ^a	16	.000
Likelihood Ratio	36.742	16	.002
Linear-by-Linear Association	12.074	1	.001
N of Valid Cases	125		

a. 20 cells (80.0%) have expected count less than 5. The minimum expected count is .20.

turnover * mismatch pw Crosstabulation

Count

		Mismatch between the person and the work					Total
		not important cause	somewhat important cause	uncertain	An important cause	A very important cause	
turnover	strongly disagree	0	0	0	0	1	1
	disagree	0	2	3	1	1	7
	neutral	0	0	4	1	1	6
	agree	5	11	5	8	30	59
	strongly agree	0	5	8	9	30	52
Total		5	18	20	19	63	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	28.811 ^a	16	.025
Likelihood Ratio	28.082	16	.031
Linear-by-Linear Association	4.708	1	.030
N of Valid Cases	125		

a. 17 cells (68.0%) have expected count less than 5. The minimum expected count is .04.

Reliability Statistics

Cronbach's Alpha	N of Items
.803	24

Table 3.2 Reliability statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
workload	59.6084	110.072	.130	.807
Benefitsatisfaction	62.1750	105.188	.443	.792
Chanceforpromotion	61.6834	103.277	.449	.791
Clearjobresponsibility	60.3167	103.311	.443	.791
Customerservice	59.3750	111.228	.085	.808
Development cost	60.2334	108.802	.194	.803
Donotleaving	62.0000	107.193	.301	.798
Equitablebenefitpackagewithotherorganization	61.5417	107.141	.260	.800
Feelingbeing paid fair	62.2500	106.273	.376	.795
Feelingofworkdo	60.4417	102.702	.501	.789
Feelingsalaryincrease	62.1334	106.822	.338	.797
Flexibilityworkconditions	61.2167	103.297	.477	.790
Futurehopebenefit	60.8167	106.101	.249	.802
Guidancefromsupervisor	61.7084	101.956	.473	.789
Management efficiency	60.5667	108.953	.167	.805
Organizational productivity	59.5250	110.487	.121	.807
participation	61.6834	102.285	.502	.788
Recognition foremployeecontribution	61.5667	100.735	.530	.786
Relationshipwithcolleagues	60.1750	108.331	.183	.805
Relationshipwithsupervisor	61.4000	98.444	.565	.783
Satisfactioncurrent salary	62.4084	107.655	.407	.795
Senseofpridedoingwork	60.5500	101.779	.503	.788
Trainingcost	60.3167	107.243	.237	.802
Workenvironment	61.9834	105.697	.342	.796