



**ST.MARY'S UNIVERSITY  
SCHOOL OF GRADUATE STUDIES**

**DETERMINANTS OF EMPLOYEE'S ATTRITION AND INTENTION  
TO RESIGN AT THE INTERNATIONAL RESCUE COMMITTEE**

**By  
FIREHIWOT BEKELE**

**May, 2019  
ADDIS ABABA, ETHIOPIA**

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## **Abbreviations**

AOR: Adjusted Odds Ratio

CI: Confidence Interval

COR: Crude Odds Ratio

HR: Human Resource

IRC- International Rescue Committee (The IRC)

NGO: Non-Governmental Organization

SPSS: Statistical Package for Social Science

TTA: Temporary Technical Assistant

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## Abstract

*The retention of skilled staff is indispensable in any organizational structure especially for non-governmental humanitarian organizations which respond to immediate humanitarian crises. Many studies show that attrition rates are very high in the NGO sector of Ethiopia. A previous study particularly done to determine employee attrition at the International Rescue Committee Ethiopia program, indicated a high turnover rate of 45%. However, the IRC Ethiopia retention rate has improved through time and the organization has seemingly stable retention rate. This study tried to examine the current actual degree of attrition, factors contributing to the attrition and the intention of employees to resign (as a proxy to attrition). A descriptive as well as explanatory research design were adopted for the study. A self-administered questionnaire to randomly selected 254 employees was distributed electronically. Additionally, for the qualitative data, in-depth interviews were arranged with the management team and the ex-staff who left the IRC. Data from questionnaires were examined by descriptive and inferential statistics with the help of SPSS version 22 and inferential statistics using bi-variable and multi-variable analysis was done to identify the key determinants. Qualitative data was analyzed thematically through content analysis technique. The qualitative findings were used to supplement and/or triangulate the quantitative findings. The response rate was 78 % and a complete data (n = 191) was used for analysis. The results of this study revealed that even though the magnitude of IRC's employee retention for the last three and half consecutive years stayed at 98%, the intention to resign is significantly high. The results of regression showed that intention-to-resign is higher among those who are in management positions, who have doubts about the fairness and flexibility of the work environment. Those working in field office and those in non-management position have lower risk of intending to resign. In addition, a major mismatch between the employees and the leadership in terms of level of intention to resign and what keeps employees working is identified. Salary is not the main reason for continuing to work in the IRC. The IRC should work on creating conducive work environment where fairness prevails. Given the fact that stress has detrimental effects on performance and employee's health, options must be sought to reduce stress. Addressing the mismatch in the understanding of the management and employees on fairness and conduciveness of the work environment is needed.*

**Keywords:** Determinants of Employee Attrition, and Intention to resign.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Employee retention is the capability of an organization to maintain its employees. Retention determines the success of an organization as keeping the best performers has a pivotal role in achieving the objectives of the organization. For an organization to be successful, attracting and retaining quality employees is one of the essential factors. Stauss, Chojnacki, Decker, Hoffmann(2001) has defined retention as “Customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions”.

Cutler (2001) on his part highlights that one of the most important demands on management today in any organization is keeping the most vital and dynamic human resources motivated and dedicated. To ensure effective employee retention, employers should have practical policies and practices in place that encourage current employees to remain employed. An employee who stayed long in an organization mostly feels part of the overall objective, and since he/she has better skills in the internal system and structure, they usually become better contributor in the long run.

As organizations spend a lot of resources such as training time and investment to build the capacity of their employees, the loss of skillful and experienced employees is costly, which affect their productivity immensely. Employees who have passed the learning curve is believed to have higher productivity; and when experienced employees familiar with the internal system and structure of an organization resign, the organization tend to have reduced productivity, reduced efficiency, and slow response. That is, opportunities organizations lose due to attrition is significant. Baker (2006) mentioned that hiring new employees is far difficult and costlier than keeping the current employees in the organization.

As discussed by Armstrong (Armstrong, 2006), if the company determines the most common causes of employee attrition, it would indeed be able to take the necessary steps for recruiting and retaining well-qualified personnel. To ensure the retention of employees, it is mandatory for an organization to measure the magnitude of retention and give attention to the cause of attrition and factors contributing to employee's intention to resigns. Although the intention to resign is

further steps back from the actual attrition and its effect is apparent when employees leave, staff members with intention to leave an organization are also believed to have significantly low productivity as most of them tend to spend time in a nonproductive environment primarily searching and applying for other jobs. When a staff member has the intention to resign, work performance suffers a lot but the results are seen later in time.

Human resource is a significant component of any organization. Accordingly, retaining employees has become a worldwide issue throughout all business operations, humanitarian and development, and nongovernmental sectors. According to Alert (2010), a humanitarian crisis is understood to be “a situation in which there is an exceptional and generalized threat to human life, health or subsistence” as a result of a particular disaster, either man-made or natural. Subsequent to a recurrent reoccurrence of a humanitarian crisis with devastating influence on growing vulnerable populations around the world, none governmental organizations who respond to these crises are also facing staff retention challenges. As the nature of service is to respond to humanitarian activities that require an immediate well-organized actions, having a skilled highly qualified human resources at hand is mandatory. To this end, as stated by Schreuder and Theron (2001), the retention of talented employees by employers is essential.

These recurring emergencies are resulting in increasing demands for assistance and putting more pressure on humanitarian organizations financially but also in terms of staffing. However, despite the need for more staff in order to face global humanitarian challenges, humanitarian organizations are facing increasing staff retention issues.

Yared, in his thesis titled “Staff Turnover in International Non-Governmental Organizations (NGOs): A Case Study of International Rescue Committee (IRC)”, reported a 45% attrition rate (Yared Debebe, 2007)<sup>1</sup>. After a decade, in today's highly competitive labor market, the IRC Ethiopia, apparently, has a low attrition rate. Thus the key focus of this study is to find out the magnitude, and factors that affect attrition and the strategies employed by the IRC management to retain staff. It also examined the intention to resign as a proxy for attrition.

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<http://etd.aau.edu.et/bitstream/handle/123456789/13834/Yared%20Debebe.pdf?sequence=1&isAllowed=y>

## 1.2 Background of the Organization

The International Rescue Committee, IRC, is an international humanitarian non-governmental organization that responds to the world's worst humanitarian crises and helps people whose lives and livelihoods are shattered by conflict and disaster to survive, recover, and gain control of their future. The IRC, formerly known as International Relief Association (IRA), was founded at the suggestion of Albert Einstein in 1933 to assist Germans suffering under Hitler. The current name of the organization was given in 1942 after the IRA was merged with the Emergency Rescue Committee (ERC)<sup>2</sup>.

The IRC has its head quarter in New York, United States and works in 33 countries overseas and out of which 19 countries are found in Africa. The IRC Ethiopia was established in 2000 in providing essential aid to over 100,000 refugees from neighboring countries and more than 500,000 Ethiopians affected by previous droughts. Since then, the IRC has expanded to provide a wide range of assistance for refugees living in camps and for vulnerable Ethiopian communities throughout the country. The IRC Ethiopia has its country office in Addis Ababa and seven field offices in Assosa, Shire, Hawassa, Jijiga, Adama, Gambella, and Melkadida. As of January 2019, the total number of employees at the IRC were close to 1,000.

As Ethiopia hosts nearly 740,000 refugees and asylum seekers, and works to recover from the effects of a devastating drought and other economic shocks, the IRC is focusing its efforts in affected communities by building and maintaining safe water supply systems and sanitation facilities, educating communities on good hygiene practices that prevent the spread of disease, supporting government partners and community workers in primary health care clinics on preventing and treating common childhood illnesses and addressing family planning needs, distributing basic emergency supplies, constructing classrooms, training teachers and ensuring access to safe, high-quality, and responsive education services, introducing new vocational skills and job opportunities to youth and vulnerable households. As the IRC's mission is "to help people whose lives and livelihoods are shattered by conflict and disaster to survive, recover and gain control of their future"<sup>3</sup>, it mostly operates in the very remote bordering areas and refugee camps with difficult geographical locations.

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<sup>2</sup><https://www.rescue.org/>

<sup>3</sup><https://www.rescue.org/country/ethiopia#how-does-the-irc-help-in-ethiopia>

### **1.3 Statement of the Problem**

When attrition is poorly understood or when staff turnover is very high, organizations run the risk of losing productivity both in terms of quality, efficiency as well as beneficiaries' satisfaction.

The productivity and existence of various organizations depend on the qualification of the employees they hire, and their ability to retain them. The retention of employees implies, the retention of skills and expertise whereby the tasks of the organization could be accomplished effectively, and efficiently. Various studies have shown that the success of organizations is highly dependent on its ability to keep skillful staff for a long time, where the goal and objective of the organization is shared and achieved to the maximum, this collectively is called retention.

High retention is expected to create a stable working environment, where the organizational behavior targets keeping committed, trustworthy and skillful employees for a long time. Given the increasing challenges with changing contextual factors, ensuring the availability of well-trained staff with a higher level of satisfaction is critical.

To enable fast-paced organizations responsible for an immediate humanitarian crises response function abundantly in a timely manner, retaining staff and their expertise is mandatory. By assessing the magnitude of attrition, the factors which determine staff attrition, as well as the current intention of staff (to stay or resign) should be known in advance, to the fullest extent possible, to keep the organization stable and meet its objectives.

A study by the Dutta, and Sneha (2014), found that employee retention problems are emerging as the most critical workforce management challenges of the immediate future. With an average of 3 months learning curve and lost skill-years, it is believed that replacing a staff member who has been performing at higher level of performance is highly costly.

On the other hand, a study done 12 years ago at the IRC, has found that close to half of the total employees of the IRC have left the organization. This study, which was done for completion of a graduation paper, has pointed out that attrition is high, but the determinants for intention to resign as well as the qualitative aspects of the policy environment and management were not deeply looked into.

Anecdotal recent data from the IRC shows that the magnitude of attrition, the factors which determined attrition and intention to resign are poorly understood. Understanding the magnitude, as well as the determinants of attrition provides the opportunity to give objective recommendations for improved retention. Although some studies have tried to look into factors which determine intention to resign, the magnitude, the determinants and the qualitative aspects of the desire to quit have paucity of evidence.

As an actionable proxy indicator of attrition, having a complete understanding of an intention to resign provides a unique opportunity as the management of organizations can take action before their employee's leaves. According to Maertez and Campion (1998) "*relatively less turnover research has focused specifically on how an employee decides to remain with an organization and what determines this attachment...retention processes should be studied along with quitting processes*". Some have studied retention and attrition from the employer's perspective and some from employees'.

This study used mixed model to study both employee and employers perspective and intends to fill the gap in evidence about retention by examining the magnitude, the determinants and the intention to resign at IRC as a case study.

## **1.4 Research Questions**

Taking the problems stated above into account, the study determined the magnitude of attrition, and intention to resign. Moreover, it assessed the factors that affect the intention to resign as a proxy to attrition of employees in the IRC. It also examined the strategies and policies of the IRC as it relates to the outcome measures. To seek answers, below are the research questions:

- What is the magnitude of employee attrition at the IRC?
- What are the employee related factors contributing to employees' attrition at the IRC?
- What are the management related factors contributing to employees' attrition at the IRC?
- What are the policy and strategy factors contributing to employees' attrition at the IRC?

- What are the psycho-social related factors contributing to employees' attrition at the IRC?
- What is the magnitude of intention to resign among currently working IRC employee?
- What are the contributing factors for intention to resign among current IRC employees?

## **1.5 Objectives of the Study**

### **1.5.1 General Objective**

The core objective of the study is to determine factors contributing to employee's attrition and intention to resign in the case of the IRC.

### **1.5.2 Specific Objectives**

- Measure the magnitude of employee attrition at the IRC.
- Identify the employee related factors contributing to employees' attrition at the IRC.
- Identify the management related factors contributing to employees' attrition at the IRC.
- Determine the policy and strategy factors contributing to employees' attrition at the IRC.
- Define the psycho-social related factors contributing to employees' attrition at the IRC.
- Estimate the magnitude of intention to resign among currently working IRC employee.
- Identify the contributing factors for intention to resign among current IRC employees.

## **1.6 Definition of Terms**

**Attrition:** Employee turnover or employee attrition is defined as the rate of change in the working personnel of an organization during a specified period. Prasad L.M(2011)

**Retention:** Employee retention refers to the various policies and practices which let the employees stick to an organization for a longer period of time<sup>4</sup>.

**Intention to resign:** worker's intention to leave the present organization (Cho, Johanson & Guchait, 2009). It is a desire of a staff member to leave the organization before the end of the contractual agreement or before completion of the assigned task. It is sometimes used interchangeably with "Intent-to-quit".

**Mixed methods:** Mixed method research is "*a type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches (eg. Use of qualitative and quantitative viewpoints, data collection analysis inference techniques) for the broad purpose of breadth and depth of understanding and corroboration*". Leslie & Nunez-Smith (2015).

**Definite employment:** In fixed-term contracts, "*the employment relationship is intended to last for only a specific and definite length of time or until a specific project is completed. Once the term or project is finished, the fixed-term employment relationship ends*". The IRC HR Manual.

**Indefinite employment:** In contracts of an indefinite duration, "*employment is one of continuous service and intended to last for an indefinite period of time, with no specified or foreseeable end to the relationship*". The IRC HR Manual.

**Organizational flexibility:** In the sense of managing human resources, flexibility can be defined as the organization adapting to size, composition, responsiveness and the people<sup>5</sup>.

## 1.7 Delimitation/Scope of the Study

The quantitative aspect of this study involved all current definite and indefinite employees of the IRC in its head office, Addis Ababa and seven field offices Assosa, Shire, Hawassa, Jijiga, Adama, Gambella, and Melkadida, excluding interns, incentive workers and short-term employees. A representative sample was randomly selected from the IRC. Given the fact that

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<sup>4</sup>[\[https://www.managementstudyguide.com/employee-retention.html\]](https://www.managementstudyguide.com/employee-retention.html)

<sup>5</sup>[\[https://www.ukessays.com/essays/business/definition-of-organisational-flexibility.php\]](https://www.ukessays.com/essays/business/definition-of-organisational-flexibility.php)



the size of the population is less than 700 when taking only definite and indefinite employees, appropriate adjustment were made to ensure representativeness. The qualitative aspects included six management, six long-serving and two employees who left the organization. All aspects of the managerial, administrative, social and environmental factors that could affect the outcome have been considered. The independent variables include; Age, gender, marital status, position, work place, conduciveness, relationship with supervisor, fairness of work environment, communication of goals, stress, department, and position. The dependent variables in this study were retention and intention to resign.

### **1.8 Significance of the Study**

Given the fact that retention has a major role in the performance and productivity of organizations, determining its magnitude indicates the organizations ability to stabilize the working environment towards achieving its objectives. Moreover, Understanding trends of attrition allow the organization to examine the effect of management style and policy and procedures towards to the human resource management.

Attrition is attributed to multiple factors, and identifying the significant factors that drive employees to intend to resign will allow us to focus on the main contributors and will help to take corrective action before the employee departs.

The finding of this study can be used by the senior management team (SMT) as input for making possible policy adjustments. The research will also help the IRC and other similar organizations to track and measure retention which will help to focus on areas of improvement in an effort to minimize the magnitude of staff attrition.

### **1.8 Organization of the Paper**

The research study is organized in to five chapters. Chapter one introduces the research topic and clarifies the problem statement, the research objective and its significant. Scope and limitation of the study are also explained in here. Literature review is presented in chapter two. Chapter three provides the research methodology, the research approach, design, population, sampling frame, sampling technique, sample size, data sources and types, data collection procedures and methods of data analyses. Chapter four discusses the analysis of the collected

data and interpretation. Chapter five, the final chapter, presents the summary of findings with conclusion and recommendations.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1 Theoretical Literature Review**

The long-term well-being and achievement of an organization depends on its human resource. Making sure key employees stay in the organization for longer period of time can be considered retention.

Non-governmental organizations, (NGOs) are defined as a private organizations and are the subset of the broader nonprofit sector “characterized primarily by humanitarian or cooperative, rather than commercial, objectives...that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development”, mostly in development countries, Eric D. and Faisal Z. (2007).

According to Logan Cochrane and Roop Singh, (2017) Ethiopia experiences high levels of vulnerability to climate change, with limited capacity to respond. The Government of Ethiopia faces a range of developmental challenges, for which it does not have sufficient resources to address. Accordingly, NGOs have played a key role in building the capacity of government agencies, and in so doing expanding the type of services offered.

Responding to a frequent reoccurrence of crisis through overwhelming effect on in danger populations around the world, none governmental organizations who respond to immediate crises are also facing staff retention challenges. According to Divya M. et al (2014), NGOs among other organization consider Human resources challenges to be more challenging than financial and information challenges. From this known HR challenges, employees' turnover is the major one.

##### **2.1.1 Attrition**

As defined by Loquercio, Hammersley & Emmens, B. (2006), employee's turnover is the regular change of employees around the employment market. Different names has been given for employee turnover like, quits, attrition, exit, and motility migration of succession, Morrell, Loan-Clarke, & Wilkinson,(2004). It is also defined by Kazi & Zadeh, (2011), as the regular

change of employees around the employment market among organizations, professions and career; and between the conditions of full employment and that of being without a job.

Employee turnover can be categorized as voluntary and involuntary. According to Phillips, & Connell (2003), voluntary turnover refers an employee's choice to terminate association with an organization while involuntary turnover is the type of organizational exit that occurs when a firm terminates an individual's employment contract. Loquercio et al., (2006) also stated that staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract.

Various studies have been done to determine the magnitude and the factors which affect retention of staff in different organizations. The magnitudes of attrition of staff from various organizations have been examined by different researchers. According to the report from Hay Group (2013), an employee turnover-rate was forecasted to be 23% and the number of global voluntary-quits were expected to be around 192 million by 2018.

Jackson, (1981) and Stear (1991) have stated in their studies that high turnover is caused by unhappiness with the work, inadequate compensation, unsafe and unhealthy conditions, unrealistic expectations, inappropriate processes or tools, and poor candidate screening. Other causes are lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with management.

### **2.1.2 Intention to Resign**

Employee turnover is highly related with employee turnover intention, which as defined by Mobley (1979), is the individual's intention to voluntarily quit the organization or profession, as cited by Shweta J. (2009).

Because it provides unique opportunity to abort potential attrition, examining intention to resign is critical. As witnessed in a study done by Mohd Makhbul Mohd Radzuan and Mohammed Hassan, in 2001, intention to resign was found to be a manifestation of actual turn over. Aijen in 1991 also indicated that intention to quit act as a predictor to the action of real turnover.

A theoretical explanation for the intention to resign as a predictor of attrition is found in the theory of planned behavior. Two studies conducted in 1989 and 2007 by Shore and Martin and Cohen and Golan, respectively also found that intention to resign will lead to actual turnover. In their publication of 1981, Price and Mueller argued that use of intention to resign is better than actual turnover because of its actionable nature and role of external factors. This has also been verified by Bluedorn in 1982.

A study done in turkey by Fethi Calisir, Cigdem, Altin and Ibrahim Iskin found that intention to quit is explained by job satisfaction and organizational commitment. Role ambiguity and job stress also predicted intention to resign. Another study by Nikafiah found that pay and benefits carrier advancement recognition and leadership explained 55.5% of intention to resign. Another study which was done in Japan which looked at more than 1477 nurses, found that support from supervisor and job readiness predicted intention to resign. Moreover, psychological distress, and insufficient amount of permitted rest time where the risk factor for intention to resign. Given the fact that the cost of replacing an employee earning \$8/hr goes to as high as \$3500<sup>6</sup>; learning about the intention of staff to resign provides the opportunity to act before her/his departure.

### **2.1.3 Employee Retention**

Employee retention as defined by business dictionary is *an effort by a business to maintain a working environment which supports current staff in remaining with the company*. Employees are the human assets for an organization. In order to increase productivity, having competent and skilled human resource in an organization is mandatory. As discussed by Kossivi, Xu, and Kalgora. (2016), in this competitive world, many organizations experience the risk of losing their skilled staff and are forced to consider employees as an important asset, who needs to be protected and retained. Even though too high retention rate can be as bad as a big attrition rate, keeping skilled staff that is there for the right reasons is mandatory. The toughest challenge that organizations encounter nowadays is not only how to manage the people but also how to keep them on the job as long as possible and how to maintain them vigorous and ambitious.

Even though it is believed that a certain level of human resource turnover is acceptable as it is supposed to bring new experience with enthusiasm and energy to perform a given task, according

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<sup>6</sup><https://www.inc.com/the-build-network/turnover-costs.html>

to Asamoah, Doe, & Amegbe, (2017), if the rate of turnover is beyond the acceptable level, it will become a major challenge for the organization.

#### **2.1.4 Employee Related Factors**

Fitz Inz (1990) reflects that employee retention is affected by multiple factors. A study by Denton 2000 showed that happiness and satisfaction of employees were important determinants for retention. The other employee related factors according to Eva Kyndt , Filip Dochy Michielsen, Moeyaert Bastiaan (2009) are level of education, seniority, self-perceived leadership skills, and learning attitude. Similarly Armstrong and Baron (2002) argues that people and their collective skills, abilities, and experience are now regarded as making a significant contribution to organizational success and as constituting a major source of competitive advantage

#### **2.1.5 Policies and Strategies**

Studies depicted that availability of strategies to identify and hire competent employees predict the duration of staff retention. Availability of strategies to retain staff as part of the human resource policy of an organization also determined attrition. In a study done by Walker (2001), from the seven identified pertaining factors for retention of employees, the following four stress on policies and strategies: (i) compensation and appreciation of the performed work, (ii) provision of challenging work, (iii) chances to be promoted and to learn, (iv) invitational atmosphere within the organization, Similarly, Compensation is one of the determinants of retention which was identified as a determinant factor. Many researchers also believed that there is a positive role of compensation on retention.

#### **2.1.6 Management and Supervisors Behavior**

Although, policies and strategies for retention play significant role, bad management was found to be a relevant factor in his study Pritchard (2007) found that training and development is one of the important retention programmers. Eisenberger, Fasolo, & Davis-LaMastro, (1990) suggested that employee's perception regarding an organization is strongly influenced by their relationship with the supervisor Many studies stressed that for retention strategy to be effective, it is important to manage employee's expectations and fostering and developing employee commitment is a strategy employed by organizations in retaining their valued human capital. McNeese-Smith (1995) mentioned in his study on Leadership behavior of hospital directors

found that there is significantly positive relation between productivity, work satisfaction and organizational commitment of staff. Bad management transfer continuing negative effects on employees and may pollute an entire organization. Employees sometimes quit their jobs to get-away from their bad boss. On the contrary, bosses with good management skills positively impact a company by improving morale and empowering employees to be more productive. In order to utilize the best of employee performance, Management needs to lead by example and create a positive working environment for employees. Chung-Hsiung Fang, Sue-Ting Chang, Guan-Li Chen (2009) has found that leadership style can affect organizational commitment and work satisfaction positively and work satisfaction can affect organizational commitment and work performance positively.

Brunetto and Farr-Wharton (2002) were of the view that supervision of the immediate manager increases the level of job satisfaction in the public sector employees.

Chonko and Hunt (1986) indicated in their studies that one of the most important factors of job satisfaction among employees is that how much information or guidelines are provided to them through their supervisors. This shows the relationship of supervisor, supervisee behavior. Tnay, Othman, Siong & lim, (2013) discussed that supervisor's support is physical and mental backing to workers given by their immediate supervisor in acknowledgment of their commitment towards association. Employees would be more satisfied with high performance levels if their supervisor is supportive. According to Jhatial, A.A., Mangi, R.A., & Ghumro, I.A (2012), prevalence of such supporting and mentoring environment in the organization creates an organizational culture in which employees feel more satisfied, committed and ultimately show less quit intentions.

As per Scandura & Williams (2004), supervisory support improves the possibilities of an employee to stay with his/her current employer. Similarly, according to (Tnay et al. 2013; Gentry, Kuhnurt, Mondore and Page,( 2006), the employees, who are more satisfied with their supervisors, stay longer in organizations. If supervisor is not supportive, then employee will start considering resigning alternatives.

### **2.1.7 Psycho-Social Factors**

Multiple studies, Stein (2000) , Clarke (2001), Parker and Wright (2001) found that work characteristics (employees always prefer flexible work tasks where they can use their knowledge and see the results of their efforts), contacts that the employees have with other people, both internal and external as well as .working conditions and pay were found to be important determinants. In a study done by Hytter (2007) the other factors which determine retention included: personal premises of loyalty, trust, commitment, and identification and attachment with the organization. She also explained that workplace factors such as rewards, leadership style, career opportunities, the training and development of skills, physical working conditions, and the balance between professional and personal life have an indirect influence on retention. The other factors mentioned by Walker (2001) are a) positive relations with colleagues, (b) a healthy balance between the professional and personal life, and (c) good communications. Eva Kyndt , Filip Dochy et al.,(2009) also found that organizational factors such as appreciation and stimulation, and pressure of work are of great relevance in employee retention. According to Allensworth-Davies et al., (2007), the psychological contract focuses on employee subjective interpretations and evaluation of inducements and how they affect their intentions to stay. The psychological contract focuses on employee subjective interpretations and evaluation of inducements and how they affect their intentions to stay.

### **2.1.8 Promotion and Opportunity for Growth**

Employees aspire to grow and get better at what they do. Organization with clear career growth opportunities help employees see and strive themselves for a better place. Eyster, et al. (2008) state that job flexibility along with lucrative career and life options, is a critical incentive for all employees.

According to Pergamit and Veum (1989), in retaining employees, there is a close and positive correlation between promotions and job satisfaction. Research by Meyer et al, (2003) has shown internal career development of employees is often the best predictor of an employee's effective commitment.

As stated by Prince (2005), capable employees are required for maintaining a competitive advantage and employees want career growth opportunities to develop and rise in their career ladder. Such plans include advancement plans, internal promotion and accurate career previews



at the time of hiring. Many researchers stated career growth as the chance for employee to get a promotion and acquires career development experiences from ascended responsibilities and contender tasks.

### **2.1.9 Employee Engagement**

Robinson, Perryman and Hayday (2004) define employee engagement as “a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of the values and objectives, and works with colleagues to improve performance to achieve the goal of organization. To this end, organizations must work to develop and encourage engagement, which requires a two-way relationship between employer and employee.”

According to Blessing White, (2008); Erickson, (2005); Macey and Schnieder (2008) employee engagement is about passion and commitment-the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer.

As discussed by Solomon and Sandhya (2010) the work of employee engagement starts at day one through effective recruitment and orientation program, the work of employee engagement begins from the top as it is unthinkable to have engaged people in the organizations where there are no engaged leadership.

Many research shows that companies should promote a strong work culture in which the goals and values of managers are aligned across all work sections. Doing so helps to build a unique corporate culture and will help companies to keep their existing employees engaged.

According to Meglino & Ravlin, (1998), Schein, (1985), when a supervisor and subordinate share similar values, they are thought to classify and process information in similar ways.

According to Ongori (2007), organizational commitment is an effective response to the whole organization and the degree of attachment or loyalty employees feel towards the organization.

### **2.1.10 Working Conditions**

As discussed by Chahal, A, Chahal, S, Chowdhary, B, & Chahal, J., (2013) as jobs are physically and mentally demanding now a days, employees always look for convenient work environment

and prefer to work a comforting environment which gives them physical and mental well-being. Parvin & Kabir (2013) stated that working conditions is a critical indicator of job satisfaction. If employees are provided with proper working conditions, they feel satisfied and perform better. Muhammad, Ikhtiar, Zulfiqar, (2018) in their research concluded that, affable working environment where people feel empowered and valued can lessen intention to resign among employees.

#### **2.1.11 Job Security and Employee Retention**

During the study of Japanese workers that employment features like lifetime employment and seniority system, Abegglen (1958) found that job security, job satisfaction as well as retention of employees in an organization leads to high commitment. Similarly a research conducted by Rosenblatt and Ruvio, (1996) on the job insecurity found out that job performance and organizational commitment are negatively correlated with job insecurity.

Researchers such as Ashford, Lee, & Bobko, (1989); Davy, Kinicki, Scheck (1991) conducted studies on job security and job satisfaction and found that that job dissatisfaction is the outcome of insecurity among employees.

#### **2.1.12 Compensation and Employees Retention**

Although compensation was not one of the top factors influencing non-management turnover, it sure can act as a critical factor in reducing managerial turnover and increasing commitment. Moncraz, Zhao and Kay (2009).

According to Milkovich and Newman (2004), among all types of reward, monetary pay is considered one of the most important and significant factor for retention. Also, a study done by Trevor, Gerhart, Boudreau (1997) has proved that rise in pay has a positive impact on retention.

Compensation to top workers is given by every organization but very few organizations uses it strategically. Based on the study done by Davies, Taylor, & Savery (2001), "Salary and benefits policies are not being used strategically, within the organization to improve morale, reduce turnover, and achieve targets within an establishment".

## **2.2 Empirical Literature Review**

The traditional approach to estimating attrition is by taking the number of employees who quit during a specific time period and dividing that by the average staff size during the same time period. Most of the studies reviewed determined attrition/retention using the same formula. This study also intended to use the same approach, but it also intended to examine the trends of attrition by taking multiple observation points. This would give an opportunity to look in to the trends in addition to the magnitude at the time of the study. Looking at the trends is believed to give the researcher the opportunity to identify policy interventions and other temporal factors which may have affected the status of attrition. The magnitude of attrition was also not determined in the form of a critical review for over a decade.

Staff satisfaction, stress, burn out, satisfaction and work environment in relation to attrition have been studied fairly well at global and regional level. These factors have been studied in the banking, nursing and information technology areas. However, the researcher couldn't find sufficient studies which looked at the factors in the non-governmental arena and there was no published study that examined these factors in the IRC environment. In this study, we intended to examine the potential factors for attrition thoroughly with focus on the contextual factors as well as the globally known determinants.

As a powerful predictor of attrition, intention to resign or quit have been included in this study. Although recent papers have taken intention to resign as a key predictor of attrition, there is a paucity of evidence in this regard in the NGOs of the country. Given the fact that it is an actionable proxy indicator of attrition, examining intention to resign in organizations was found to be critical. The researcher believes that examining magnitude of intention to resign and identifying the factors which predict intention to resign will provide actionable areas of intervention, which will enable the organization and other similar NGOs to prevent loss of skillful employees before they resign. Since the findings will be used by the organization to take measures, this research used representative sample and measured the key outcome variable and the proxy indicators by putting the questions at the end of the questionnaire.

## 2.3 Conceptual Framework

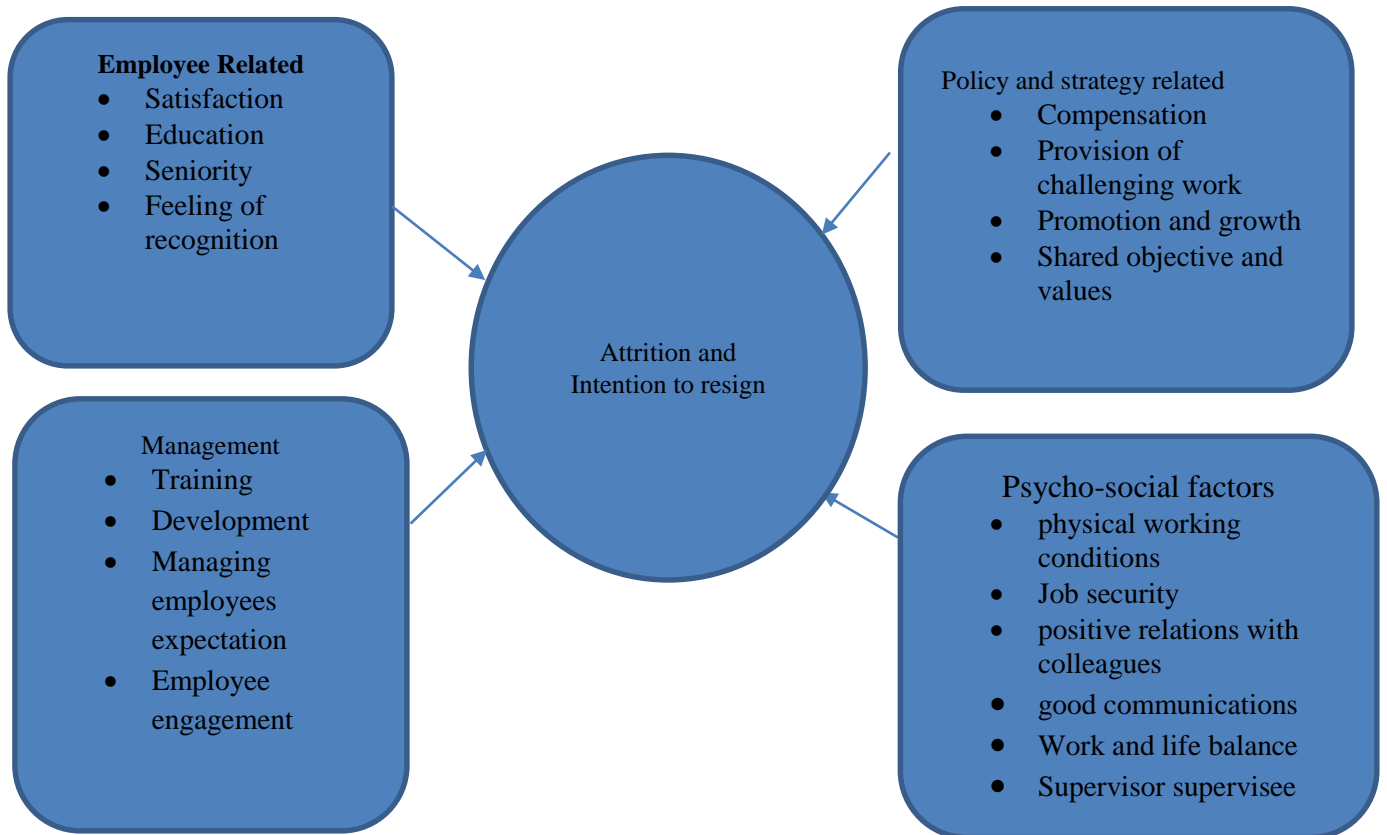


Figure: 1

Source: Developed by the researcher based on reviewed literature

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Research Design and Approach**

A descriptive research case study design was used for this study. The study uses a cross-sectional mixed method where both qualitative and quantitative data collected in parallel at a point in time, was used for this study.

Leslie & Nunez-Smith (2015) discussed Mixed method research as “a type of research in which a researcher or team of researchers combines elements of qualitative and quantitative research approaches for the broad purpose of breadth and depth of understanding and corroboration.”

After gathering the data, the researcher tried to describe and relate the collected data by quantitatively testing with different statistical techniques and qualitatively summarizing the interview results.

#### **3.2 Population, Sample Size and Sampling Technique**

The sample size estimation is done using Open Epi version 3. Taking the findings of the study done by Yared Debebe (2007) on a thesis titled “Staff Turnover in International Non-Governmental Organizations (NGOs): A Case Study of International Rescue Committee (IRC)” Addis Ababa University found a 45% attrition. Taking the total finite study population size of 680, with 95% confidence interval, a power of 80% and an adjustment formula (because of the small population size) of  $n = [Np(1-p)] / [(d^2/Z^2(1-\alpha/2)^2(N-1)+p*(1-p))]$ , the total sample size considered for this study is 254 respondents. The researcher took proportionate numbers from the Addis Ababa office, as well as the field offices.

Respondents were randomly selected from the HR roster of the currently working definite and indefinite employees. A systematic random sampling method was employed to identify the study subjects. Given the fact that the number of currently working employees is less than one thousand, and employee register list is found at the HR office, the list of employees was used as a sampling frame. With a sample of 254,  $k$  was calculated to be two. The first participant was

selected using a lottery method by randomly pointing on a participant on the first page and every second study participant was taken afterward.

### **3.3 Source of Data and Tools/Instruments of Data Collection**

In order to identify factors contributing to employee attrition and intention to resign and to provide possible recommendations, the researcher has used both primary and secondary data where a structured and standardized data collection instrument was developed and used.

In this study in addition to determining the magnitude of attrition and intention to resign the researcher intended to identify the key determinants. Moreover, the reasons as to why people intended to resign needed to be identified. Quantification would be addressed by using the quantitative methods. But when it comes to explaining the “why” of the study, qualitative methods are preferable. Hence mixed method were employed. Accordingly, primary data was collected using an online data collection platform that is linked to a central Google form. Using the employee register as a sampling frame, a random sample was taken using systematic random sampling. All identified respondents were communicated through e-mail to go to the link and respond to the questions. Additionally the organization's different related documents were used as a secondary data.

The qualitative data was collected using in depth interviews with currently working employees and those who have resigned. The staff retention strategies and role of management were examined through key informant interviews with the management of the office. All qualitative study participants were selected purposively where the researcher decides what needs to be known and sets out to find people who can and are willing to provide the information by virtue of knowledge or experience (Bernard 2002, Lewis & Sheppard 2006).

### **3.4 Procedures of Data Collection**

The questionnaire was distributed to selected employees per the sample size using an online data collection platform called Google forms. Proper information was also given before distributing the questionnaire verbally, in written through e-mail, and also was outlined on the questionnaire itself.

Respondents were allowed sufficient time of eight working days to complete the questionnaire. The questionnaire gave participant ample flexibility and privacy in responding to the questions without any unnecessary influence.

To ensure completeness, three pre-scheduled reminders were sent to the participants who failed to respond to the first and subsequent e-mails. Non-response after the third reminder were treated as non-responders.

Data was collected using an online data collection platform called "Google forms", although such platforms are believed to increase genuineness of the responses, the non-response was higher than anticipated.

The participant for the qualitative aspect were selected purposively based on their position, duration of work in the institution, and resignation. All were approached by the researcher, appointments were made, and the actual interviews were done by the researcher and also by an independent interviewers so as to increase genuineness of the responses.

### **3.5 Methods of Data Analysis**

Data was made available in a MS excel format and was imported to SPSS. Data quality check was done by running frequency and assessing for logical errors. No outliers or logical errors were identified. The proper data analysis was then started by running frequencies followed by Bi variable and multivariable regression.

The data was organized, analyzed, and presented by using tabular forms and further discussion was made to interpret the result. Descriptive statistics was used to describe socio-demographic characteristics of the study and population logistic regression was employed to identify factors which determine intension to resign. Bivariate analysis was done as a first step. Factors with P-value of 0.25 and below in the bi-variate analysis were included in the multi-variate analysis. SPSS version 22 was used for the analysis.

Changes in management and the strategies employed to retain staff was examined using qualitative data which was collected by interviewing the leadership team, and those who left the organization. The qualitative data were analyzed using thematic content analysis and were used to supplement or triangulate quantitative findings. Magnitude of retention was calculated using

the HR aggregated report that the office uses for routine monitoring, by estimating proportion of staffs who are currently working at the IRC divided by proportion who have even been hired. This is a method that the IRC HR department uses for reporting. The socio demographic characteristics staff satisfaction and work environment have been analyzed using descriptive methods by running frequencies and cross-tabs. The contributing factors for intention to resign were examined using inferential statistics which applied logistic regression model.

### **3.6 Validity and Reliability of Measures**

#### **Validity**

To assure the content validity of instruments, questionnaires were drafted on the basis of the reviewed literature. The validity of the instrument was further tested by undertaking face validity with HR representatives of the organization, few co-workers and then the research advisor. Subsequently, questionnaires were circulated for pilot testing which helped the researcher to identify the gaps and modify the questionnaire accordingly. Through all this process the researcher has assured the validity and acceptability of the instrument. .

#### **Reliability**

The instrument that was used to capture baseline characteristics and single response answers was adopted from other sources with very limited modifications for the sake of contextualizing.

The questions which have scales that are developed to measure the constructs of satisfaction, intention, perception and attitudes, with Likert scale (5 responses) were tested for reliability using Cronbach's alpha. More than 14 items were included in the original test. The preliminary testing was done independently and the questionnaires were administered in a similar manner to the actual data collection. SPSS version 20 was used to select the questions with higher internal consistency. Ten questionnaire were sent to respondents working in an NGO which similar to the IRC. All received the questionnaire at the same time and they were asked to respond within the same day. All responded within the same day and the data was interpreted as below:



Table 1: Instrument reliability test

S.N.	Variables	Cronbach's alpha co-efficient	No of Responses	Reliability Range*
1	Flexibility of organization	0.923	10	Very good
2	Comfort of the work environment	0.991	9	Very good
3	Fairness of work environment	0.911	10	Good
4	Feeling of stress	0.992	10	Very good
5	Women friendliness of the work environment	0.906	10	Good
6	Sick day fairness	0.999	10	Excellent
7	Maternity leave fairness	0.999	10	Excellent
8	Job satisfaction	0.999	10	Excellent
9	Feeling of pride	0.972	10	Very good
10	Recognition for performance	0.978	10	Very good
11	Job related challenges	0.954	10	Very good
12	Level of expectation by supervisors	0.945	9	Good
13	Adequacy of payment	0.999	10	Excellent
14	Feeling of possibility for career development	0.999	10	Excellent

The Average variance was calculated to be 3.4275 and the variance of total scores was calculated and the final Cronbach's alpha was calculated using the following formula:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

The final score we received was: 0.9922. According to Robert & Richard Burns (2008), the acceptable levels of Cronbach's alpha for attitude scales (like Likert scale) is 0.7 and above and the strength of association is said to be poor if alpha is <0.6, moderate if its 0.6-<0.7, good if it is between 0.7 - <0.8, very good if it is 0.8 - <0.9 and excellent if it is above 0.9. The pilot test resulted much

higher than 0.75 which demonstrated a very high level of item consistency. Thus all the questions were used in the actual data collection

### **3.7 Ethical Considerations**

Even though it is common practice to request written consent, Silverman (2009), states that highly formalized ways of securing consent should be avoided in favor of fostering relationships in which ongoing ethical regard for participants is sustained. Hence, in this study verbal consent is believed to be appropriate. To act in accordance with ethical considerations in conducting the research, permission was requested to conduct the research and approval was granted from the HR department, the research purpose and process was explained to all participants and they provided a verbal consent to be interviewed and to participate in the research. The participants were well assured that the response they gave is kept confidential and further notified that they can withdraw at any point should they wish to do so. The researcher, to her best possible way used polite words while writing the report.

## CHAPTER FOUR

### DATA ANALYSIS AND INTEPRETATION

The previous chapters dealt with general introduction of the study, review of both related theoretical and empirical literatures to identify the knowledge gap and the research methodology used to meet its objectives. This chapter presents the analysis of the data collected through questionnaire and semi-structured interview which was analyzed through statistical package for social science (SPSS) version 22. Accordingly, the chapter has two sections in which the first section contains analysis of the data collected through questionnaire while the second section deals with presenting results of the interview conducted.

#### 4.1 Socio-Demographic Characteristics of the Study Participants

Table 1 Socio-demographic characteristics of the study participants

*Data Source: Researcher's own list, 2019*

Variables	Categories	Frequency	Percent
Gender	Female	50	26.2
	Male	141	73.8
	<b>Total</b>	<b>191</b>	<b>100</b>
Marital status	Divorced	2	1
	Married	135	70.7
	Single	54	28.3
	<b>Total</b>	<b>191</b>	<b>100</b>
Age	less than 30	45	23.6
	31-40	113	59.2
	41-50	26	13.6
	Above 50	7	3.7
	<b>Total</b>	<b>191</b>	<b>100</b>
Education status	College University/Degree	98	51.3
	College/Diploma	6	3.1
	Postgraduate	86	45
	Secondary school	1	0.5
	<b>Total</b>	<b>191</b>	<b>100</b>
Work place	Country office (AA)	61	31.9
	Field office	130	68.1
	<b>Total</b>	<b>191</b>	<b>100</b>
Department	Finance/Accounting	25	13.1
	Grants and Partnership	11	5.8
	Technical/Programs	80	41.9
	Human Resources	12	6.3
	Supply Chain/logistics	35	18.3
	Other,(senior administrative, health and others)	28	14.7
	<b>Total</b>	<b>191</b>	<b>100</b>
Position	Officer	91	47.6
	Manager	50	26.2
	Coordinator	18	9.4
	Other	32	16.7
	<b>Total</b>	<b>191</b>	<b>100</b>

The above table shows frequency with percentage information with regards to employees' demographic characteristics.

Most of the respondents 74% are men, with married employees accounting for more than 70%. More than 68% of the respondents were from field office. About 60% of the employees fall in the age category of 31-40 and 45% hold post graduate degrees. 68% of the participants are from field office, program/technical department leading at 42%. 47% the respondents are officers followed by managers at 26%.

## **4.2 Analysis of Data Related to the Study**

Using mixed method of data collection, the data collected through quantitative and qualitative methods are analyzed and interpreted in this section. Out of the 254 randomly selected definite and indefinite employees, 191 completed the questionnaire giving a response rate of 78%. A total of 14 respondents (6 management, 6 long-serving staff and 2 employees who resigned) were also interviewed qualitatively. The qualitative interviews were terminated upon confirming saturation.

The Socio-demographic characteristics of the study participants and their opinion towards the IRC is presented in the subsequent sections.

### **Culture and Environment of the Organization**

As part of the exploration of the factors that may affect intention to resign, employees were asked to assess the culture and the work environment of the IRC.

Table 3: Culture and Environment

<b>Variables</b>	<b>Categories</b>	<b>Frequency</b>	<b>Percent</b>
The organization communicates its goals clearly*	Agree	178	93.2
	Disagree	13	6.8
	<b>Total</b>	<b>191</b>	<b>100</b>
Organization allows flexibility for family obligations	Very flexible	25	13.1
	Somewhat flexible	90	47.1
	Neither	33	17.3
	Somewhat inflexible	26	13.6
	Very inflexible	17	8.9
	<b>Total</b>	<b>191</b>	<b>100</b>
How Comfortable is the work environment?*	comfortable	93	48.7
	Neutral	63	33
	Not comfortable	35	18.3
	<b>Total</b>	<b>191</b>	<b>100</b>
Do you agree that the work culture is fair? *	Agree	163	86.3
	Disagree	28	14.7
	<b>Total</b>	<b>191</b>	<b>100</b>
How often do you feel stressed at your job?	Always	63	33
	Sometimes	99	51.8
	Rarely	20	10.5
	Very Rarely	6	3.1
	Never	3	1.6
	<b>Total</b>	<b>191</b>	<b>100</b>
How friendly is the work environment for women?	Very Good	47	24.6
	Good	78	40.8
	Neutral	50	26.2
	Bad	11	5.8
	Very bad	5	2.6
	<b>Total</b>	<b>191</b>	<b>100</b>
Would you refer a friend to apply for a vacancy at the IRC?	Definitely	90	47.1
	Probably	56	29.3
	Not sure	27	14.1
	Probably not	12	6.3
	Definitely not	6	3.1
	<b>Total</b>	<b>191</b>	<b>100</b>

Data Source: Researcher's own list, 2019

\*Data for these variables was collected using five-option Likert's scale; however, these variables have been merged to provide realistic categorization while addressing the small number of respondents in each box.

As indicated in table 3 above, communication of the organizational goal were reported to be favorable with more than 93% agreeing that goals are communicated clearly. This is believed to be one of the contributing factors for the IRC's staff retention.

This finding was also supported by respondents from the management, long term employees and those who resigned. Understanding of the objectives of the organization was one of the themes that emerged from the qualitative data. As described by one of the respondents from the management team, *"Understanding organizational goals directs employees where the organization is at the moment, where it is going, and how it plans to get there. We always make sure our employees are well informed about the organizational goal and objective and also we make sure they are aware what to refer when faced with difficult decisions, they can refer to the organization's goals for guidance"*. Additionally, from the long term employees of the IRC, one of the respondents put the communication of goal as *"knowing the organizational goal and objective has help me to relate and link with my personality. Thinking of the end goal, the beneficiaries and what I am contributing towards that has help me face challenges and overcome difficulties at work"*.

The work environment was assessed as unfavorable or neutral by 53% of the employees and favorable by 48.7%. Stress among employees is high with 63% reporting to be under stress at all times. The work culture of the organization was considered fair by 85%. 65% feel the organization is woman friendly. See table 3 above for details.

In the qualitative exploration, one of the themes that emerged was conduciveness of the work environment which showed two domains; one of which is the managers' perspective and the other domain is the employee's perspective. In the managers perspective, conduciveness of the work environment is given due emphasis and the prevailing belief is the IRC has a favorable work environment that contributes towards high retention. One respondent from the management said *"as a leader, I am responsible for providing an active work environment by managing and monitoring the existing situations, however, as employees themselves are the ones who knows about their everyday work and how the environment is affecting them, they should be proactive and also responsible to highlight various problems and seek solutions. In this way, we can consistently improve our working environment"*. One of the long term employees also shared the idea *"saying the overall working environment is good and whenever I feel discomfort,*

*all I need to do is raise it to my supervisor*". Regarding the stress level, the ex-staff stated that during their stay at the IRC, they had always been stressed and exhausted. One of them mentioned stress as the compelling reason for his decision to resign and as one of the things he least enjoyed during his employment with the IRC.

When asked about the possibility of referring their friends to work for the IRC, close to half said they will definitely refer their friends. The proportion which is not sure and those with negative response are also not small. As seen on figure 4 below, the positive response remains higher. From the qualitative, all of the Ex- staff said they will definitely refer their friend to work for the IRC.

#### Satisfaction and Benefits of Employees

One of the categories of research questions was to evaluate the professional employees' attitude towards the overall satisfaction and benefit at the IRC.

Table 4; Satisfaction and benefits of employees in IRC

Variables	Categories	Frequency	Percent
What are the reasons that keep you working at the IRC?	Job security	53	27.7
	salary	5	2.6
	Work environment	73	38.2
	Couldn't find another job	30	15.7
	Prefer not to comment	19	9.9
	Other	11	5.8
	<b>Total</b>	<b>191</b>	<b>100</b>
How do you assess the fairness of the sick day policy of the IRC*	fair	176	92.1
	Not fair	15	7.9
	<b>Total</b>	<b>191</b>	<b>100</b>
How fair is the maternity leave of the IRC? *	fair	122	63.9
	Not fair	69	34.1
	<b>Total</b>	<b>191</b>	<b>100</b>
Do you Feel proud of working at the IRC? *	proud	189	99
	Not proud	2	1
	<b>Total</b>	<b>191</b>	<b>100</b>

*Data Source: Researcher's own list, 2019*

*Data for these variables was collected using five-option Likert's scale; however, these variables have been merged to provide realistic categorization while addressing the small number of respondents in each box.*

As shown in table 4 above, the satisfaction and benefits of employees were examined against 6 variables. The work environment at the IRC 38% and Job security at 28% are responsible for keeping the employees working. Maternity leave fairness was categorized as fair by 64% of the respondents, and only 8% did not approve the sick day fairness.

On the qualitative exploration, respondents from the management side have views which consider the satisfaction status of employees to be high. All of the respondent from the management side believe that salary and Job security are two of major contributors for the satisfaction, hence retention in the end. The IRC is one of the well-paying NGO. To make sure the staffs are well compensated, salary revisions are done based on market assessment and evaluation. On the contrary, though employees responded to be compensated very well and moderately well at 88.5%, (see table 4), only 2% considered salary as a factor for choosing to stay at the IRC. Furthermore, the response from the ex-staff indicated that they feel that they were paid moderately fair.

99% of the existing study participants feels proud of working for the IRC. This feeling is also shared by the ex-staffs of the IRC. From the qualitative exploration of the management, "the IRC believes that employee engagement is interwoven significantly with the organizations success and understands the impacts of engagement in the organizational performance, hence, the IRC does an employee engagement survey last year which showed a positive result with 100% of employees feeling proud to work for the IRC". When asked a question of what do you think would have forced you to change your decision to resign? One of the respondents mentioned that I always feel proud of working for the IRC and considered it home. Even though it did not make me change my mind about leaving the organization, it sure was difficult to leave a place you call home. By the way, I still am proud of the IRC and its goal and objectives and it still is my second home.

#### **Convenience of the Organization for Employees**

More than 9 variables were used to assess the convenience of the work culture as well as the opportunities for improved performance.



Table 5: Convenience of the Organization for employees

Variables	Categories	Frequency	percent
Are you recognized for your performance?	Strongly agree	42	22
	Agree	77	40.3
	Neutral	34	17.8
	Disagree	26	13.6
	Strongly disagree	12	6.3
	<b>Total</b>	<b>191</b>	<b>100</b>
Sufficient training was given before taking my position?	Strongly agree	14	7.3
	Agree	74	38.7
	Neutral	39	20.4
	Disagree	50	26.2
	Strongly disagree	14	7.3
	<b>Total</b>	<b>191</b>	<b>100</b>
I have a good opportunity for career development?	Strongly agree	39	20.4
	Agree	80	41.9
	Neutral	43	22.5
	Disagree	18	9.4
	Strongly disagree	11	5.8
	<b>Total</b>	<b>191</b>	<b>100</b>
How challenging is your current job?	Extremely challenging	18	9.4
	Very challenging	27	14.1
	Moderately challenging	67	35.1
	Slightly challenging	71	37.2
	Not at all challenging	8	4.2
	<b>Total</b>	<b>191</b>	<b>100</b>
How well are you compensated (payment) for the tasks you accomplished?	Extremely well	4	2.1
	Moderately well	74	38.7
	Slightly well	56	29.3
	Very well	35	18.3
	Not at all well	22	11.5
	<b>Total</b>	<b>191</b>	<b>100</b>
How realistic is your supervisor in assigning a task?	Extremely realistic	19	9.9
	Very realistic	87	45.5
	Moderately realistic	62	32.5
	Slightly realistic	17	8.9
	Not at all realistic	6	3.1
	<b>Total</b>	<b>191</b>	<b>100</b>
How often do you get professional support from your supervisor?	Always	72	37.7
	Sometimes	76	39.8
	Rarely	25	13.1
	Very rarely	10	5.2
	Never	8	4.2
	<b>Total</b>	<b>191</b>	<b>100</b>
How big are the opportunities to get promoted at the IRC?	A lot	52	27.2
	A great deal	21	11
	A moderate amount	48	25.1
	A few	51	26.7
	None at all	19	9.9
	<b>Total</b>	<b>191</b>	<b>100</b>

Data Source: Researcher's own list, 2019

As stated in table 5 above, close to 64% of employees said they are recognized for their work. From the qualitative, the management feels that the staff recognition improves performance and the staffs are recognized fairly by different mechanisms for their hard work. The simple but special recognition is the IRC monthly staff spotlight for best performing employees. On the contrary, one of the EX staff mentioned that, *getting recognized for hard work was not easy at the IRC it might be because there are many employees working, but the only reward I used to get was the mental satisfaction for knowing that I have contributed.*

Only 46% said they have received adequate training. In contrary to this, even if there is not as such formal training provided to the staff, the management believes that the staff is given adequate on the job, in house, and online trainings.

62% of employees feels that there is a possibility of carrier growth within the IRC. From the quantitative side, next to job security and well compensation, the management put carrier growth as the major contributing factor for staff retention. The IRC have different offices around the world and it has a culture of exchanging employees for temporary technical assistant (TTA). As one of respondent from the management stated, *we send employees for TTA around the world so that they are exposed to different cultures, unique challenges and of course opportunity of growth. When they return from those assignments, the employees are usually motivated, with the feeling of recognized and valued.* Similarly, one of the EX-staff stated that, *the TTA opportunity have helped a lot in my areas of growth. Even if I was working for the same organization with the same goal and objective, the culture, the environment and the management difference has helped to get the best out of me.* Four of the management team interviewed stated that, they have worked their way up to this senior position, three started from assistant position and worked their way up to coordinator (highest level at the IRC). One of the ex-staff mentioned that *“One of the reasons for me to stay at the IRC as long as I did was the constant new challenges I was exposed to with the different position”*. One of the long stayed respondent said, *“growth opportunities was one of the reason for me to work for more than a decade in here, I started at the field and moved to Addis based on best performance”*.

Within the range of slightly well to extremely well, 88% responded that they are well paid. This also reconciles with the managements view that the IRC is one of the well-paying NGOs in Ethiopia.

Only 3% feels that their supervisors are not realistic and 38% thinks their supervisors always are supportive. On the qualitative side, one of the long stayed employee mentioned that, my supervisor has always been direct and helpful. *Our weekly one-to-one meeting plays a significant role in here. We plan and priorities things together and we communicate effectively. Well, one have to know that supervisors are not an all-knowing magical people. My supervisor taught me not to ask for decision, but for opinions. When I am faced with alternatives of doing something, I just don't ask for his decisions, I go with choices and alternatives by looking at all pros and cons this helped both me and my supervisor to have a good supportive relationship.* To the contrary, both of the EX staff rare their relation with their last supervisor below average and one mentioned in the interview that super verse's unrealistic expectation with no support was one of the reason to quit.

#### ✚ Intension to Resign of Employees

Table 6; Employees Intension to Resign in IRC

Variables	Categories	Frequency	Percent
Thought of resigning	Yes	119	62.3
	No	72	37.7
	<b>Total</b>	<b>191</b>	<b>100</b>
What are the reasons for intending to resign?	Benefits related	15	12.6
	Better salary	65	54.6
	Changing old work environment	12	10
	Management	20	16.8
	Prefer not comment	7	5.8
	<b>Total</b>	<b>119</b>	<b>100</b>
Last time thought of resigning	0-3 months	34	28.5
	4-9 months	25	21
	More than 10 months	19	15.9
	More than a year ago	41	34.5
	<b>Total</b>	<b>119</b>	<b>100</b>
How likely are you to look for another job?	Likely	158	82.7
	Not likely	24	13
	Missing	9	4.7
	<b>Total</b>	<b>191</b>	<b>100</b>
Have you applied for another job in the last one year?	Yes	115	60.2
	No	76	39.8
	<b>Total</b>	<b>191</b>	<b>100</b>

Data Source: Researcher's own list, 2019

Based on table 6 above, the intention to resign was assessed as the main outcome variable, it is shown that more than 62% of the employees have thought of resigning. The main reason for wanting to resign is better salary, but the role management plays (17%) is not small. More than 60% declared that they have applied for another job and 82% of the employees said that they are likely to look for another job. See table 6 above for details.

### ✚ Factors Associated with Intension to Resign

Table 7a: Demographic Factors Associated with Employees Intension to Resign in IRC.

Variable (n=191)	Frequency (Percent)	COR (CI, 95%)	AOR (CI, 95%)
<b>Gender</b>			
Female	50(26.2)	1	1
Male	141(73.8)	1.2(0.6,2.4)	4.17(1.35,12.82)*
<b>Age category in years</b>			
<30	45(23.6)	1	1
30-40	113(59.2)	0.59(0.28,1.2)	0.30(0.10,0.97)*
41-50	26(13.6)	1.01(0.04,2.80)	0.45(0.09,2.28)
>50	7(3.7)	2.71(0.29,24.6)	0.41(0.02,8.13)
<b>Marital status</b>			
Divorced	2(1.0)	1	1
Married	135(70.7)	1.54(0.09,25.2)	12.0(0.08,25.0)
Single	54(28.3)	2.0(0.1,33.8)	1.56(0.56,2.8)
<b>Work place</b>			
Country office(AA)	61(31.9)	1	1
Field office	130(68.1)	0.37(0.2,0.7)**	0.21(0.06,0.71)*
<b>WP002: Department</b>			
Finance/Accounting	25(13.1)	1	1
Grants and Partnership	11(5.8)	0.96 (0.32, 2.83)	0.56(0.08,3.95)
Technical/programs	80(41.9)	2.00 (0.44, 9.18)	0.90(0.29,2.78)
Human Resources	12(6.3)	1.25 (0.52, 3.00)	11.18(0.81,154.24)
Supply Chain/logistics	35(18.3)	8.25 (0.93, 72.96)	0.43(0.12,1.63)
Others	28(14.7)	1.00 (0.37, 2.73)	1.70(0.42,6.88)
<b>WP003: Position</b>			
Officer	91(47.64)	1	1
Manager	50(26.18)	2.04 (0.96, 4.35)	2.88(1.08,7.71)*
Coordinator	18(9.42)	1.13 (0.40, 3.17)	1.80(0.49,6.68)
Other	32(16.75)	0.92 (0.41, 2.08)	0.51(0.15,1.77)

Data Source: Researcher's own list, 2019

**\*Significant at p < 0.05**

Table 7b: Work Environment Related Factors Associated with Employees Intension to Resign in IRC

Variable (n=191)	Frequency (Percent)	COR (CI, 95%)	AOR (CI, 95%)
<b>WP004: Satisfaction</b>			
Satisfied	147(76.96)	1	1
Neutral	21(10.99)	2.04 (0.75, 5.54)	2.30(0.62,8.50)
Dissatisfied	23(12.04)	131.000 (19.0, 156.5)	96.91(0.80,101.26)
<b>WP006: Flexibility on family responsibility</b>			
Very flexible	25(13.08)	1	1
Somewhat flexible	90(47.12)	1.64 (0.67, 4.04)	1.52(0.47,4.89)
Neither	33(17.27)	4.00 (1.32, 12.11)	5.61(1.17,26.99)*
Somewhat inflexible	26(13.61)	8.25 (2.18, 31.27)	17.29(2.64,113.28)*
Very inflexible	17(8.9)	24.00 (2.73, 210.82)	23.27(1.55,350.13)*
<b>WP007: Recommend friend to apply</b>			
Definitely	146(76.13)	1	1
Not Sure	27(14.13)	1.99 (0.79, 5.01)	1.55(0.37,6.53)
Definitely Not	18(9.42)	1.814 (0.61, 5.36)	0.76(0.12,4.75)
<b>WP008: Feeling recognized for performance</b>			
Agree	119(62.30)	1	1
Neutral	34(17.80)	1.05 (0.49, 2.27)	0.68(0.21,2.14)
Disagree	38(19.89)	9.69 (2.82, 33.26)	5.55(0.98,31.50)
<b>WP009: Sufficient training for job</b>			
Agree	88(46.07)	1	1
Neutral	39(20.41)	1.33 (1.33, 2.88)	1.72(0.68,5.08)
Disagree	64(38.50)	2.30 (2.30, 4.62)	1.0(0.36,2.72)
<b>WP010: Work Culture is fair and Professional</b>			
Agree	163(85.34)	1	1
Disagree	28(14.66)	0.40 (0.15, 1.04 )	1.9(1.02,2.72)*
<b>WP014: Feel having the possibility of grow</b>			
Agree	119(62.30)	1	1
Neutral	43(22.51)	1.84 (0.89, 3.83)	0.98(0.36,2.65)
Disagree	29(15.18)	12.00 (2.73, 52.76)	6.25(0.87,44.96)
<b>SB001: Working environment</b>			
Comfortable	93(48.69)	1	1
Neutral	63(32.99)	1.496(.78, 2.88)	0.98(0.36,2.65)
Not comfortable	35(18.32)	4.157(1.58,10.95)	6.25(1.87,45.96)*
<b>SB003. Fairness of IRC sick day policy</b>			
Fair	78(40.83)	1	1
Not fair	9.0(4.71)	2.58(0.70,9.47)	1.38(1.26,7.36)*
<b>SB004. Fairness of IRC maternity leave policy</b>			
Fair	<b>176(92.15)</b>	1	1
Not fair	15(7.85)	1.10(0.59,2.03)	0.95(0.40,2.27)
<b>SB010. Frequency of supervisor's help to do the tasks you grow professionally.</b>			
Always	122(63.87)	1	1
Never	69(36.12)	3.98 (1.42,11.08)	130.0(0.62,180.0)
Rarely	122(63.87)	3.96(1.31,4.97)	3.13(0.81,12.02)
Sometimes	69(36.12)	2.55(1.35,93.50)	2.35(0.96,5.72)

Data Source: Researcher's own list, 2019

In the process of identifying the factors which affect intention to resign, all independent variables including gender, work place, flexibility, fairness, friendliness, supervisor's support, sick day policy, maternity leave, position and satisfaction were evaluated against the main outcome variable separately. The crude/un-adjusts odds ratio COR was calculated each independent variable with the intention of identifying any association. All independent variables with P-value of 0.25 and below were included in the multi-variable regression model to determine existence of any association after controlling for the effect of the other independent variables.

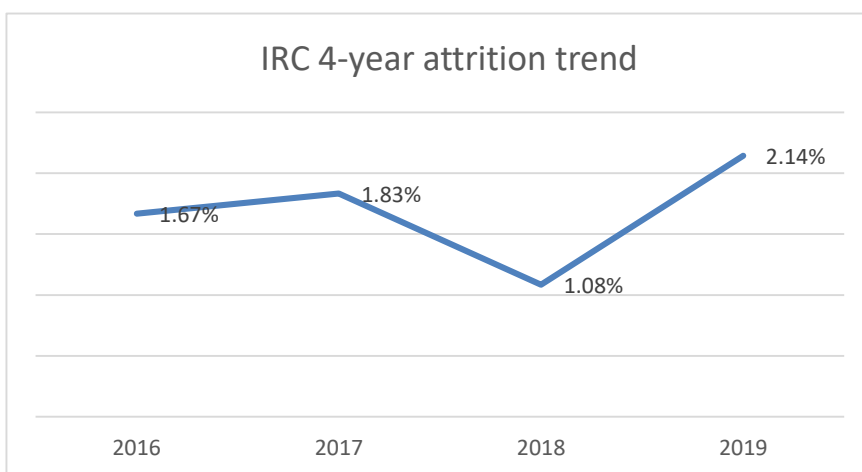
As seen on table 7a and 7b above, with the intention to resign as the main outcome variable, after adjusting for all other variables, we found that the age group 20-40 has a 70% lower risk of intending to resign with AOR of 0.3 [95% CI 0.10 – 0.97].

Against expectations, employees working at the field offices have 80% lower risk of resigning with AOR of 0.21 (95% CI 0.06 – 0.71). Managers have three times higher risk with AOR 2.88 [95% CI 1.08,7.71] of resigning as compared to the officers and those who claimed that the work environment is not flexible for family issues have higher risk of intending to resign.

Those with negative experience in the fairness of the work environment, flexibility for family responsibility, and sick day policy also have higher risk of intending to resign.

### Magnitude and Trends in Attrition Rate

Figure 2: Trends in attrition at the IRC



Source: the IRC HR department and own computation

Data captured from the IRC monthly attrition rate report of human recourse department shows that in the three and a half years, the attrition rate has been low, with the average of 1.66%. As seen on figure 2 above, the attrition rate has been stable and consistently low. The Human resource policy of the IRC indicates that attrition will be considered significant only if it reaches 8% per year. There is no profession-specific or position-specific attrition that is reported by the HR office.

## **CHAPTER FIVE**

### **SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMENDATIONS**

#### **5.1 Summary of Findings**

This study found that overall attrition at the IRC is very low. The actual attrition is calculated using all categories of employees lumped together, which limited my ability to determine attrition by professional category or by position. Even with that caveat, the attrition is significantly lower than previous studies within the IRC, where the attrition was found to be 45% Yared (2007 thesis). This could be because the study by Yared was done at the early stages of the organization and did not exclude the employees who were under short term contracts. A study done in various sectors in the US, found that the federal government offices have the lowest attrition of 1.3% and the highest goes to the Hotels which is 100%; this study found the attrition is the lowest.

On employee related factors contributing to intention to resign, this study showed that male gender, being a manager, concerns on work culture and fairness are found to increase risk of intention to resign. Additionally, the study found out that being in the age group of 31-40 and working in field office were found to be preventive of the intention to resign.

A significant proportion of employees have management related issues when it comes to intention to resign. This study revealed that work environment is categorized as neutral or uncomfortable by more than half of the employee. Job security and work environment are the ones which keep employees working.

In this study, the role that compensation plays in preventing intention to resign was not significant. This is different from the findings of Moncraz, Zhao and Kay (2009), where compensation given to the management played a significant role in reducing risk of intending to resign. This could be explained by the possibility that the people in the management positions in the IRC have disproportionately higher level of desire to resign. The study also shows that being in a management poses a higher risk of intending to resign. This is an area which requires further exploration.



Among the psycho-social factors, stress was found to be very common. Perceived stress is high in the study population. In a study done among nurses in Japan, by Takashi Ohue, Michiko Moriyama, Takashi Nakaya (2011) stress played a significant role in intention to resign, but this study did not find significant association between stress and intention to resign. This could be explained by the smaller sample size which could have reduced our ability to pick the role stress plays.

Satisfaction was the other psycho-social factor measured by conduciveness of work environment which was found to be associated with intention to stay, which is similar to the findings of Deepak, Bangwal and Prakash Tiwari (2018), who found that workplace design positively influenced employees' intent to stay through job satisfaction.

The intention to resign in this study is very high. It is also supplemented by a higher proportion disclosing their interest to apply for another job. These findings are much higher than the study done by Jens Peter E Bonde et. Al; where intention to resign was found to be about 26% which is less half of what is found in this study. This could be because of the bigger sample size the research team used in their study and the fact that the study setting (private) was different from that of the IRC which is a non-governmental organization.

In the above study, the determinant for higher intention to resign were self-assessed health status, meaningfulness of the job, quality of collaboration among colleagues, age, trustworthiness of closest superior(s) and exposure to bullying. These findings were similar to our findings because fairness, work environment, work culture and professionalism were similar to the key independent variables that the researchers used. The study done by Abegglen (1958) and Davy, Kincki, Scheck (1989) found that job security and job satisfaction played a significant role in attrition, which are similar to the findings this study, where job security and work environment were found to be the two top reasons which keep employees working. A study done by Hans De Witte, Magnus Sverke, J Vat Russeveldt et al (2008), job insecurity had a detrimental role in intention to resign. In this study, given the fact that job security is what staff keeps working, the intention to resign would have been higher.

In the qualitative exploration, a mismatch in the perception of the role the leadership is playing to ensure retention and the role geographic location of work are identified. Although the leadership believes that the payment is what is keeping staff working, the quantitative findings and the reflections of the staff shows that job security and conducive working environment are the main reasons that keep staff working. The researcher also learnt that the leadership believes that intention to resign is very low. The role that geographic location plays is also inversely understood. The leadership believes that those working in field offices have higher risk of attrition, but the reverse is what is found under this study. This calls for an empirical exploration where the main reasons for the disconnection could be identified.

## **5.2 Conclusions**

Through this study, the researcher has made an attempt to identify the major determinants of attrition and intention to resign at the IRC. Using mixed method of data collection, the data collected through quantitative and qualitative methods were analyzed and interpreted and the findings were presented. At this point, the researcher comes to a conclusion based on the interpreted results and discussions of findings. Accordingly, the following conclusions are drawn.

- The finding indicates that the magnitude of attrition is found to be low, the trend in attrition also shows that it has been low consistently. On the contrary, intention to resign has been found to be very high, the contributing factors being position, stress, workplace, age, assessment of flexibility, fairness of the work environment.
- Employee related factors which affect attrition included gender, age and position in the organization.
- Having grievances on flexibility, fairness of work culture and perceived level of comfort of the work environment were the key management related determinants for intention to resign.
- Even though there are policies and strategies which address attrition, but their effectiveness has shown a dichotomous response with opposing views among employees and management.
- Exploration of the psycho-social factors found that stress was high and satisfaction of employees was lower.

- Those who are in the management position, who are male and who have grievances on the fairness and conduciveness of the work environment are at higher risk of intending to resign.

### **5.3 Recommendations**

In the light of the above conclusions, the following discussion explores the recommendations considered important for the IRC to retain its experienced and qualified employees. The IRC and similar NGOs, should work on creating conducive work environment where fairness prevails. Given the fact that stress has detrimental effects on performance and employee's health, options must be sought to reduce stress.

The following are the main recommendations:

1. The IRC should examine the grievances of employees in terms of the work culture of fairness and address the issues. Given the fact that most employees have families' issues, ensuring flexibility with family matters and sick day related issues is pivotal.
2. Age, gender and position specific retention strategies must be put in place to address the employee related factors.
3. The work environment is believed to be uncomfortable, thus the IRC should address the work environment related challenges.
4. The functionality of the policies and strategies of the IRC requires a face to face discussion between the management and the employees to address the mismatch in understanding and effectiveness of the strategies.
5. Opportunities to grow: offering opportunities to grow is pivotal in ensuring retention.
6. Stress and lack of support from supervisors are the main psycho-social factors which may be pushing employees to intend to resign. Burn out and stress management strategies should be communicated with all staff.
7. In this study the reasons for the high intention to resign by those who are in the management position and the mismatch between employees and the leadership in terms of the factors keeping employees working needs further research.

## **5.4 Limitation of the Study**

Retention was calculated using data obtained from the Human Resources office. The data does not give position or profession specific numbers, which limited our ability to look at profession or position-specific attrition.

Data was collected using an online data collection platform called "google forms", although such platforms are believed to increase genuineness of the responses, the non-response was higher than anticipated.

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## **Appendixes**

### **Appendix I: Questionnaire (Google Form)**

Attrition and Factors related to intention to resign among employees of the IRC

A Cross-Sectional Study

Introduction: this questionnaire is part of an assessment that I (Frehiwot Bekele) am doing to determine your employment status related factors as it pertains to your decision to stay working at the IRC.

This is part of my MBA requirement, but I also intend to do this study properly so that the findings can inform the IRC leadership and the NGO world in Ethiopia.

All questions are supposed to be completed by you independently. Since you are going to be identified only by a randomly selected study code, you will not be identified by your name. I will not use any other identifier. Please provide your answers as completely and honestly as possible.

#### **Section 1. Socio-Demographic information**

SD001. Gender of participant

1. Male
2. Female

SD002. Marital status of participant

1. Single
2. Married
3. Divorced or separated

4. Widowed

SD003. Age of participant

\_\_\_\_\_years

SD004. Educational status of participant

1. Secondary school
2. College/Diploma
3. College University/Degree
4. Postgraduate

SD005. Year and Month of hire in Gregorian Calendar

\_\_\_\_\_/\_\_\_\_\_

## **Section 2. Work and position**

WP001. Where is your current work place?

1. Country office (AA)
2. Field office

WP002. Which of the following best describes the department you work in?

1. Finance/Accounting
2. Grants and Partnership
3. Technical/Programs
4. Human Resources
5. Supply Chain/logistics
6. Other, specify \_\_\_\_\_

WP003. Which of the following best describes your position here?

1. officer
2. Manager
3. Coordinator
4. Director
5. Other, specify \_\_\_\_\_

WP005. Overall how satisfied are you with your position at IRC?

1. Very dissatisfied
2. Somewhat dissatisfied
3. Neutral

4. Somewhat Satisfied
5. Very satisfied

WP006. The IRC clearly communicates its goals and strategies to staff?

1. Strongly disagree
2. Somewhat disagree
3. Don't agree or disagree
4. Somewhat agree
5. Strongly agree

WP007. How flexible is the IRC with respect to your family responsibilities?

1. Very inflexible
2. Somewhat inflexible
3. Neither
4. Somewhat flexible
5. Very flexible

WP008. Would you refer a friend to apply for a job at IRC?

1. Definitely
2. Probably
3. Not sure
4. Probably not
5. Definitely not

WP009. Do you feel like you are recognized for your performance?

1. Strongly agree
2. Agree
3. Neutral
4. Disagree
5. Strongly disagree

WP010. Do you feel you were given sufficient training to perform well in your role?

1. Yes
2. No

WP011. The IRC work culture is fair and professional?

1. Strongly disagree
2. Somewhat disagree

3. Don't agree or disagree
4. Somewhat agree
5. Strongly agree

WP012. What is the main reason that keeps you working in the IRC?

1. Job security
2. Salary
3. Work environment
4. Couldn't find other job
5. Prefer not comment

WP013. Do you agree that having employees work for a long time plays a vital role in productivity (achieving organization goals)?

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree
6. Prefer not comment

WP014. How many organizations have you worked for, before IRC?

1. None
2. 1-3
3. 4-6
4. Above 6
5. Prefer not comment

WP015. Do you feel like you have the possibility of growing in your carrier in the IRC?

1. Strongly disagree
2. Disagree
3. Neutral

4. Agree
5. Strongly agree
6. Prefer not comment

### **Section 3. Satisfaction and Benefits**

SB001. How comfortable is your IRC work environment?

1. Extremely comfortable
2. Very comfortable
3. Somewhat comfortable
4. Not so comfortable
5. Not at all comfortable

SB002. Are you satisfied with your options for getting to and from work?

1. Extremely satisfied
2. Somewhat satisfied
3. Neither satisfied nor dissatisfied
4. Somewhat dissatisfied
5. Extremely dissatisfied

SB003. How fair is IRC sick day policy?

1. Extremely fair
2. Very fair
3. Somewhat fair
4. Not so fair
5. Not at all fair

SD004. Are you satisfied IRC benefits?

1. Extremely satisfied
2. Quite satisfied
3. Somewhat satisfied
4. Neither satisfied nor dissatisfied
5. Somewhat dissatisfied
6. Quite dissatisfied
7. Extremely dissatisfied

SB005. How do you assess the gender equality of the IRC

1. Excellent
2. Good
3. Bad
4. Very bad
5. Prefer not comment

SB006. How challenging is your job?

1. Extremely challenging
2. Very challenging
3. Moderately challenging
4. Slightly challenging
5. Not at all challenging

SD007. In a typical week, how often do you feel stressed at work?

1. Extremely often
2. Very often
3. Moderately often
4. Slightly often
5. Not at all often

SBO08. How well are you paid for the work you do?

1. Extremely well
2. Very well
3. Moderately well
4. Slightly well
5. Not at all well

SB009. How realistic are the expectations of your supervisor?

1. Extremely realistic
2. Very realistic
3. Moderately realistic
4. Slightly realistic
5. Not at all realistic

SB010. How often do the tasks assigned to you by your supervisor help you grow professionally?

1. Extremely often

2. Very often
3. Moderately often
4. Slightly often
5. Not at all often

SB011. How many opportunities do you have to get promoted where you work?

1. A great deal
2. A lot
3. A moderate amount
4. A few
5. None at all

SB012. Are you satisfied with your job?

1. Extremely satisfied
2. Moderately satisfied
3. Slightly satisfied
4. Neither satisfied nor dissatisfied
5. Slightly dissatisfied
6. Moderately dissatisfied
7. Extremely dissatisfied

SB013. How proud are you of IRC brand?

1. Extremely proud
2. Very proud
3. Moderately proud
4. Slightly proud
5. Not at all proud

SB014. Do you like IRC, neither like nor dislike them, or dislike them?

1. Like a great deal
2. Like a moderate amount
3. Like a little
4. Neither like nor dislike
5. Dislike a little
6. Dislike a moderate amount



7. Dislike a great deal

SB015. What is the most important factor for you to stay working in given office?

1. Salary
2. Benefits package
3. Management
4. Work environment
5. Prefer not comment

**Section 4 Intention to resign**

IR 001. Have you ever thought of resigning from IRC

1. . Yes
2. No

IR 002. How likely are you to look for another job outside the IRC?

1. Extremely likely
2. Very likely
3. Moderately likely
4. Slightly likely
5. Not at all likely

IR 003. If yes for above Q when was the last time you thought of it?

1. Within the last month
2. 2-3 months
3. 4-9 months
4. More than 10 months

IR 004. What was the most important reason for your desire to resign?

1. Management
2. Better salary
3. Changing od work environment
4. Benefits related
5. Prefer not comment

IR005. What would force you to leave ICR?

1. Better salary
2. Better position
3. Better management
4. Better benefits package
5. Prefer not comment

IR 006. How likely are you to stay with IRC for other year?

1. Very likely
2. Likely
3. Not likely

IR 007. When was the last time you thought of resigning from the IRC?

1. Within the last one month
2. Within the last two-three months
3. 4-9 months ago
4. More than 10 months ago
5. More than a year ago

IR009. Have you ever applied for another job recently (in the last one year)?

1. Yes
2. No

IR008. What was the most important reason for your desire to resign? [please choose one if you have applied for another job]

1. Poor management
2. Better salary
3. Change work environment
4. Benefits related

## **Appendix II: In-Depth Interview (IDI) Abstraction Form for Long Term Employee.**

My name is Firehiwot Bekele, I am doing a study on Attrition and Factors related to intention to resign among employees of the IRC

I will be asking you about your employment in IRC:

1. When did you start working for the IRC?
2. What factors contributed to your stay at the organization as long as you have?
3. Do you feel that you are currently doing the best work of your life? What factor could contribute to you doing the best of your life
4. Do your colleagues, subordinates, and teammates listen to you and value your input?
5. Do you feel like your work makes a difference in the organization? Do you feel like your work makes a difference in the world?
6. How transparent is the management?
7. What element of your job you will miss most if you left the organization?
8. Are there any frustration factors that keep you up at night? Or makes you to dread coming to work?
9. What are the less-desirable elements in your current role that you would like to do less of?

### **Appendix III: In-Depth Interview (IDI) Abstraction Form for Ex-Employees**

My name is Frehiwot Bekele, I am doing a study about Attrition and Factors related to intention to resign among employees of the IRC

I will be asking you about your employment in IRC:

Let's start from few quick questions and then we will go to the details:

On a scale of 1 to 5, with "1" being poor and "5" being outstanding, please rate the following:

Quantity and quality of training received for your position(s) here at the IRC?

1  2  3  4  5

Working relationship with your last supervisor.

1  2  3  4  5

Working relationship with fellow employees.

1  2  3  4  5

How well were you paid for your position

1  2  3  4  5

Employee Benefits package.

1  2  3  4  5

Overall workload for your position.

1  2  3  4  5

Overall satisfaction and enjoyment in your current position.

1  2  3  4  5

Did you encounter any problems in your position? Yes No

Based upon your experiences here, would you recommend The IRC as a potential employer for your friends, relatives, etc.? Yes No

Would you reapply to The IRC if a future opportunity arose? Yes No

Now let's see some details:

1. For how long did you work for the IRC?
2. What did you enjoy most about your employment with The IRC?
3. What did you enjoy least about your employment with The IRC?
4. At approximately what point in time did you begin making your decision to resign?
5. What contributed to your decision to resign your current position?
6. Which ones were more compelling?
7. Which one factor contributed to your decision to resign your current position?
8. Was there a specific event of issue that prompted your resignation? If yes, could you please explain?
9. What do you think would have forced you to change your decision to resign?
10. Is there anything else you want to tell me about your experiences which affected your decision to resign?
11. Thank you for your time and for giving me the information. I will use this information to systematically inform policy makers.

## **Appendix IV: In-Depth Interview (IDI) Abstraction Form for the Management.**

My name is Firehiwot Bekele, I will be asking few interview questions regarding IRC's staff retention and intention to resign

1. What was your pervious position?
2. How long have you been in this position?
3. What makes you stay in the IRC?
4. What do you think is IRC's over all management philosophy? Is it top down or bottom up (Decision making, organizational structure, authorities)
5. Tell me about the organization structure?
6. Do you believe employee retention is important? Why? Relate with IRC
7. What is the trend of attrition? Are they increasing or decreasing? why
8. Strategies and policies of IRC improve retention
9. If people resign from IRC, what do you think their main reasons would be?
10. Have you ever have a chance to talk to someone who resigned?
11. How do you assess staff intention to resign? Now that I am doing a survey on it, what do you think the outcome will be?
12. If you think there is a large # of employees with intention to resign why?
13. How do you asses' employee satisfaction? Are employees happy? What do you think that is? What evidence do you have to back that up?
14. Why do you think staff work for longer time for IRC? Do you think it I because they don't have any choice?

Thank you for your time and for giving me the information.

## **Declaration**

I Firehiwot Bekele, hereby declare that “Determinants of Employees’ Attrition and Intention to Resign at the International Rescue Committee” is my original work and has not been presented for a degree in any other university and that all sources of materials used for the work have been duly acknowledged.

Declared by

Firehiwot Bekele..... May 2019

Student Signature and Date

## Statement of Certification

This is to certify that Firehiwot Bekele has carried out her research work on the topic entitled "Determinants of Employees' Attrition and Intention to Resign at the International Rescue Committee". The work is original in nature and is suitable for the submission for the reward of MBA Degree in General Management.

**Goitom Abraham (Assistant Professor)**

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Advisor

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Signature and Date