ST. MARRY UNIVERSITY, SCHOOL OF GRADUATE STUDIES

FACTORS CONTRIBUTING TO EMPLOYEE TURNOVER INTENTION: IN CASE OF SELECTED DEPARTMENTS OF THE MINISTRY OF NATIONAL DEFENCE

BY

GUESH GEBREMICHAEL

ID.NO. SGS/0084/2010

JUNE, 2019

ADDIS ABABA, ETHIOPIA

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THESIS SUBMITTED TO ST. MARRY UNIVERSITY,
SCHOOL OF GRADUATE STUDIES IN PARTIAL
FULFILMENT OF THE REQUIREMENTS FOR THE
DEGREE OF MASTERS OF BUSINESS ADMINISTRATION

ADVISOR
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JUNE, 2019

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APPROVED BY BOARD OF EXAMINERS

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ACKNOWLEDGEMENTS

I express my deepest thanks to God Enormous who helped me to do this work successfully.

I wish to thank my advisor, Mulatu Takele (PhD), for his frank help and suggested me in the way of doing this thesis and I need to forward my whole hearted acknowledgment my wife, Melishiw Mulu, for here unreserved support to do this work and my kids, Kaleab and Dagim Guesh for gave me their precious time. Lastly I acknowledge for those who provided me the required information to do this study.

LIST OF ACRONYMS/ABBREVIATIONS

HR: Human resource

HRM: Human resource management

MOND: Ministry of national defence

NCO: Non-commissioned officers

SPSS: Statistical Package for Social Sciences

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ABSTRACT

The purpose of this research is to study factors contributing to employee turnover intention in selected departments of the ministry of national defence (MOND) located in Addis Ababa. The study Employed descriptive research design and qualitative and quantitative approach. The study has been used both primary and secondary data. The primary data were collected using structured type questionnaires and interviews. Interviews were used for collecting data from the leaders. The questions contain a 5-point Likert type scale. From the total of 620 population using stratified random sampling method 243 sample questionnaires were distributed to the respondents and 235 questionnaires were filled and collected. The validity of the instrument was checked and the instrument was piloted tested. The collected data was analysed and represented using tables to show the information gathered in descriptive way using SPSS version 20. The major Findings shows that factors contributing to the employee turnover intention in selected departments of the MOND is high and the main causes related with employees' turnover intention were dissatisfaction of salary payment and lack of organizational benefits, uncomfortable working environment, work relationships with co-workers and management problem, lack of opportunities and unclear career paths, work-family balance concerns issues and work attitudes factors: lack of organizational commitment and job dissatisfaction. As conclusion there is high turnover intention in the organization that leads to different costs. As recommendation the institution is better to incorporate evidence based or path (exit) specific turnover retention strategy to minimize the employee turnover for the achievement of the objectives of the organization.

Keywords: *Turnover intention, salary and benefits, work relationship, working environment, opportunities and career growth, work-family balance & work attitudes.*

CHAPTER ONE

INTRODUCTION

This chapter deals about the background of the study, statement of the problem, Research Questions ,Objectives of the Study, Significance of the Study, Scope of the Study, contextual definition of key terms and Organization of the Research.

1.1. Background of the Study

In the dynamic world and high innovation era human capital is the main resource and managing human resource strategically based on the goals and objectives of the organization in order to improve business performance and develop organizational cultures that foster innovation and flexibility is critical issue (Dessler, 2003). Human resource management plays a key role in determining the survival, effectiveness, and competitiveness of businesses. Effective HRM practices support business goals and objectives (Noe, Hollenbeck, Gerhart & Wright, 2006).

Organizations should have highly skill and knowledgeable workers for the achievement of their goals and objectives not only this but Also relatively stable labour force is important. Since employee turnover directly affect the organizational goal (Greer, 2003).Organization are managed and staffed by people. Without people organizations cannot exist (Cascio & Nambudiri, 2013). Human capital is not the people in organizations it is what those people bring and contribute to organization success (Mathis & Jackson, 2006).

In the Contemporary management practices indicates that many organizations have recognized the strategic importance of human resources and have adopted an investment perspective toward these resources. Further, there is greater awareness of the costs of treating employees as variable costs, which is beginning to change views of human resource practices. There is also a growing recognition of the relationship between companies' overall strategies and their human resource practices (Greer, 2001, pp.3-4).

Organizations challenge by employee turnover; People leave jobs for a variety of different reasons, many of which are wholly outside the power of the organization to influence. One very common reason for leaving, for example, is turnover. It can be brought forward or

pushed back for a few years, but ultimately it affects everyone. In many cases people leave for a mixture of reasons, certain factors weighing more highly in their minds than others (Torrington, Hall & Taylor, 2008).

Peoples are the most organization`s valuable asset to sustainably, then we have to understand how these assets are acquired, retained and improved (Rees & Mcbalin, 2004).

According to Sümer & Ven (2008) stated and documented that with the characteristics of the mission retain of professional military peoples is a major issue. Since, it requires a deeper understanding of the process of turnover; the retention issue should approach from a turnover perspective or angle in the organization. Not all types of voluntary turnover is not negative, but, voluntary turnover that is dysfunctional can be very costly for the military, considering the scale of investments made in the recruitment, selection, classification, and training of the persons. Identifying critical organizational, job, and individual factors in the turnover process has obvious utility implications for military organizations.

According to Holtom, Mitchell, Lee, & Inderrieden (2005) few organizations can reduce their turnover rate to zero (the issuance of a "Stop Loss Order" in the United States military is a notable exception, but even that may just delay turnover).

As to the above mentioned human capital have major role for the survival of any organization and it needs management by understanding of the behaviors of the organizational resource. The turnover behavior is not depends in one Couse, context, level and type of organization.

Ministry of national defense is an institution having hierarchical organizational command and control structure and staffs consisting of different professionals placing in different locations of the nation that serves the country. As any organization the human resource part ministry of national defense has management system from recruiting, having and handling. Employee Turnover reflects in the organization in different, time, types, courses and levels. Especially in the in the technology professional departments staffs of organization employee turnover is big issue that needs to know the Cause and to build retention strategy.

1.2. Statement of the Problem

Employee turnover is one of the challenges to managers and to the organization in achieving of the goal. Voluntary and involuntary types of turnover create costs for the organization (Iqbal, 2010).

The termination of employment relationships presents real challenges for human resource professionals and managers. Whether it is due to an economically motivated or not it impacts of termination on individuals and organizations (Gatewood, FIELD & Barrick, 2010, p.549).

According to Mathis & Jackson (2006) stated that human resource are core competencies for organization and retaining or keeping good employees is a challenge that all organizations share. The reason of costing turnover retention of information technology specialists and other employees is a particular concern of many employers (Greer, 2001).

Voluntary employee turnover is expensive. Organizations that successfully retain the best and brightest employees save money and protect their intellectual capital (Holtom, et al., 2005).

The concern of staff turnover affects all organizations whether public or private, and security firms are no exception (Mwanza, 2018).

Turnover is related to job satisfaction and organizational commitment. Many organizations have tuned that Turnover is costly problem as documented by number of studies (Mathis & Jackson,2006).

The average salary of employees in a given company is $50,000 per year. Taking the cost of turnover at 150% of salary, the expense would then be $75,000 per departing employee. For the mid-sized company of 1,000 employees that has a 10% annual rate of turnover, the annual total is $7.5 million (Bliss, 2004).

Most organizations recruit people but not retain them. Manpower is the essential military resource. only with high quality and motivated people can budgets and weapon systems be turned in to the effective military capabilities that are required to provide for nation`s securities. After initial recruiting, the major task of man power management is to sustain the force structure through retention of the appropriate numbers with appropriate qualifications (Bucur, Fluri, & Tagarev, 2009).

MOND is one of the governmental organizations in Ethiopia. As its mission states that is to keep the nation from internal and external security threats. Beginning from the creation of the organizational structures has diversified employees. Employee turnover is an issue in the organization.

Employees of the organization are assets who ensure competitive advantage, survival, success for any organizations, such as MOND to deter and win enemies. Therefore, the organization struggle to attract new applicants and retain qualified employees in order to achieve their objective. To conquer maintainable employee retention system the organization is expected to follow effective human resource management retention practices that minimize employee rate of turnover, But MOND faces a problem of skilled and professional employee turnover as it showed below in the table-1.1from the selected departments annual reports for four years that is 2011/12 or 2007.E.C up to 2017/18 or 2010, E.C - December 2011 E.C is 7.6%, 8.4%, 7.9%, 9% respectively. As the turnover rate shows it brought different costs such as for recruiting, selection, training which takes 6 month at least for the new entrant employees, 6 month for the non-commissioned officers, 6 month for the officers and other costs for the institution especially on the selected departments of MOND.

Table1.1 Rate of Employee Turnover in the Selected Staff Departments of MOND

No	year	Total employee of the selected Departments of MOND	Number of employees leaved from the selected Departments of MOND	%
1	2011/12 or 2007.E.C	580	44	7.6
2	2013/14 or 2008.E.C	610	51	8.4
3	2015/16/ or 2009.E.C	595	47	7.9
4	2017/18, 2010, E.C - December 2011 E.C	620	56	9
Total		2405	198	

Source: From Human Resources Department (December, 2018).

From this gap we can say that even though the reality that turnover is a serious concern, there is a lack or not given attention of research that targets to understand the contributing factors of employee turnover intentions within the security organizations in Ethiopia. Hence the study, aims to identify the factors behind of employee turnover intention as the main causes of employee turnover in MOND selected departments.

1.3. Basic Research Questions

✓ What is the turnover intention of the current employees at the MOND in selected departments?

✓ What are the main causes that contribute to employee turnover intention at the MOND in selected departments?

  ➢ What is the contribution of salary payment and benefit factors to employee' turnover intention at the MOND in selected departments?

  ➢ What is the contribution of Working Environment factor to employee' turnover intention at the MOND in selected departments?

  ➢ What is the contribution of work relationship with co-workers and Management factors to employee' turnover intention at the MOND in selected departments?

  ➢ What is the contribution of opportunities and career growth factors to employee' turnover intention at the MOND in selected departments?

  ➢ What is the contribution of work-family life balance factor to employee' turnover intention at the MOND in selected departments?

  ➢ What is the contribution of work attitudes factors to employee' turnover intention at the MOND in selected departments?

✓ How could the departments retaining the employees?

1.4. Objectives of the Study

1.4.1. General Objective

✓ The general objective of the research is to study factors contributing to employee turnover intention in selected departments of the MOND.

1.4.2. Specific Objectives

✓ To investigate the turnover intention of the current employees at the MOND in selected departments.

✓ To identify the main causes that contribute to employee turnover intention at the MOND in selected departments.

✓ To show how could the departments retaining the employees.

1.5. Significance of the Study

The study is important for the ministry of national defence studied department's leaders and institution as a whole strategically to plan the human resource management system how to manage, handle and establish employee retention strategies and to use as guide line. And based on the identified causes of the employee turnover or particular exit path to fill the gap using appropriate retention strategies, policies, procedures and manuals and is helpful in recruitment process and selection, promotion; also the research helps for additional study on employee turnover and retention strategies for the organization and others. And the study is important for the researcher to be knowledgeable.

1.6. Scope of the Study

➢ The scope of the study In terms of geographical located in Addis Ababa MOND in which departments of communication, information communication technology department, communication system security department, communication materials supply, operational department, maintenance department, national reserve force department and human resource management department with their sub staffs.

➢ The sample was restricted to departments at the department offices placing in Addis Ababa But, it was better that the sample to increase to achieve good precision values.

➢ In terms of time the study is covered a period of four years because the departments are formulated their organizational structure on wards from that time.

➢ The study was also delimited to the data collection instruments were used. There are data collection instruments like questionnaire, interview, observation and experiment. But, the researcher employed only questionnaire and interview type of data collection instruments as primarily and HRM documents as secondary were used for this study.

➢ The other delimitation of this study`s topic was only focused on the main causes of employee turnover intention in the departments and that is voluntary employee turnover not included the involuntary employee turnover.

1.7. Conceptual Definition of Key Terms

➢ **Turnover:** Procedure where employees leave an organization and need to be replaced (Mathis & Jackson, 2011).

- ➢ **Intention to leave:** Willing to give up their existing job voluntarily for an alternative organization or work that, for some reason, is more appealing (Jaiswal, Dash, Sharma, Mishra, & Kar, 2015).
- ➢ **Turnover Cost:** The total expense of all factors associated with replacing a person who leaves a job (Parker, 2008).
- ➢ **Employee retention**: Keeping the employee in and with your organization (Shakeel, & & But, 2015).
- ➢ **Career**: The pattern of work-related experiences that span the course of a person's life (Mahapatro, 2010).
- ➢ **Job satisfaction:** A positive emotional state resulting from evaluating one's job experiences & Job dissatisfaction occurs when one's expectations are not met (Mathis & Jackson, 2011, p. 158).
- ➢ **Shock:** Distinguishable event that jars an employee toward deliberate judgments about his/her job and may lead the employee to voluntarily quit. Shocks either can be personal events that are external to the job or events that are job-related or organizational in nature (Holtom, et al., 2005).
- ➢ **Job embeddedness:** Refers to a relatively new construct that examines an individual's, Links to other people, teams, and groups, Perceptions of their fit with the job, organization, and community and Beliefs about what they would have to sacrifice if they left their jobs.

1.8. Organization of the Research

This study report contains five chapters. The first chapter contain introduction: background of the study, statement of the problem, research questions, and objectives of the study, conceptual definition of key terms, and significance of the study, scope of the study, limitations of the study and Organization of the Research study report regarding the selected departments. The second chapter is about Literature Review. Third chapter contain Types and approaches of research design, population and sampling techniques that is Target population, Sampling techniques, sample size determination including table showing population and sample the type of data and instruments of data collection method, the procedures of data collection , the methods of data analysis used and research ethics about selected departments MOND of staff. The fourth chapter included the presentation of each value items and summarized the findings of the study with interpretation and analysis of employee turnover in

the selected departments MOND of staff. And the last or fifth chapter contain summary of findings, conclusions, and recommendations about employee turnover in the selected departments MOND of staff.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter focuses on theoretical, empirical and conceptual frame work of the study. The Theoretical concept frame work consists of the relevant theories, definitions, and types, causes of employee turnover and retention strategies. The empirical frame work contains findings of other researchers study related to the study and lastly conceptual frame work shows the model of the study.

2.1. Theoretical Literature Review

2.1.1. Definition and Types of Employee Turnover

Turnover is the rotation of workers around the labor market; between firms, jobs, and occupations; and between the states of employment and Consequences of Turnover may be a brain drain that negatively affects innovation and causes major delays in the delivery of services and the introduction of new programs. (Abbasi, & Hollman, 2000, p.333). Turnover is a Process where employees leave an organization and need to be replaced (Parker, 2008).

Employee Turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers (Agnes, 1999) cited on (Mbah, & Ikemefuna, 2012). In simpler terms, employee turnover is the series of actions that it takes from the employee leaving to his or her being replaced. It is often utilized as an indicator of company performance and can easily be observed negatively towards the organization's efficiency and effectiveness (Glebbeek & Bax, 2004) cited on (Mbah & Ikemefuna, 2012).

A. Types of Employee Turnover

Employee turnover categorized in to two that is voluntary & involuntary turnover. Employees separate from the campus in a variety of ways. Some separations are voluntary and initiated by the employee, such as resignation or retirement. Others are involuntary and initiated by management, such as lay off or medical separation (Mahapatro, 2010, p.92). The separation of employees from an organization may be due to voluntary or involuntary turnover (Mbah & Ikemefuna, 2012).

i. Voluntary Turnover

Voluntary turnover has been the subject of much study, both by organizations and by researchers.

Voluntary turnover occurs when employees leave the organization deliberately (i.e. quitting) (Lee, Gerhart, Weller, & Trevor, 2008). It is voluntary turnover when the choice of leaving the organization is initiated by the employee (Mbah & Ikemefuna, 2012).Voluntary turnover is initiated by the employee (Allen, Bryant, &Vardaman, 2010).voluntary turnover occurs when employees themselves resign (Ghosh, Satyawadi, Prasad, & Shadman, 2013). Voluntary turnover employees leave the organization by choice (Mathis & Jackson, 2006).

ii. Involuntary Turnover

This occurs when employees leaving the organization without choosing to do so (i.e. being fired or laid off) (Lee, et al, 2008). Involuntary Turnover Employees are terminated for poor performance or work rule violations (Mathis & Jackson, 2011). Involuntary turnover refers to dismissal of employees (Ghosh, et al., 2013). Involuntary turnover employees terminated for poor performance or work rule violations (Mathis & Jackson., 2006). Involuntary turnover where the employee has no choice in their termination it may result from the situations of dismissal, retrenchment/redundancy, retirement, long term sickness, physical/ mental disability, moving /relocating abroad or death (Mbah & Ikemefuna, 2012). Involuntary turnover is initiated by the organization, often because of poor job performance or organizational restructuring (Allen, et al., 2010).

Another classifying employee turnover based on whether it is good or bad for the organization is:

- ✓ **Functional Turnover** Lower-performing or disruptive employees leave.
- ✓ **Dysfunctional Turnover** Key individuals and high performers leave at critical times.

Not all turnovers are negative for organizations; on the contrary, functional turnover represents a positive change. Some workforce losses are desirable, especially if those who leave are lower-performing, less reliable, and/or disruptive individuals. Of course, dysfunctional turnover also occurs (Mathis & Jackson, 2011, p.160).

Controllable employee turnover can influence the employer but, uncontrollable employee turnover outside the control of the employer (Mathis & Jackson, 2006).

2.1.3. The Causes of Employee Turnover

According to Parker (2008) identified that employee can terminate his/her job because of:-

- ➢ Co-worker problems
- ➢ Terminated for cause
- ➢ Retirement
- ➢ Dissatisfaction with work
- ➢ New job/better benefits
- ➢ New job/better working conditions
- ➢ Unhappy with working conditions
- ➢ Lack of work
- ➢ Job elimination
- ➢ Relocation to another city or family need
- ➢ Health/medical problems
- ➢ No advancement opportunity
- ➢ Took another job and others.

Based on Armstrong (2006) stated that by An analysis of the reasons for leaving derived from exit interviews will provide useful information on which to base retention plans. Exit interviews aim to establish why people are leaving, not to encourage them to stay. The reasons for leaving can be classified as:-

- ➢ More pay;
- ➢ Better prospects (career move);
- ➢ More security;
- ➢ More opportunity to develop skills;
- ➢ Better working conditions;
- ➢ Poor relationships with manager/team leader;
- ➢ Poor relationship with colleagues;
- ➢ Bullying or harassment;
- ➢ Personal like pregnancy, illness, moving away from area etc.

According to Werner and Desimone (2012) reflected that factors in the work environment factors like outcomes, supervisors, characteristics of the organization itself, co-workers and Attitudes and external environment that is general state of the economy influences on employee behavior to leave the organization.

Outside factors relate to situations in which someone leaves for reasons that are largely unrelated to their work that is personally, Push factors that is dissatisfaction with work or the organization, leading to unwanted turnover and Pull factors The opposite side of the coin is the attraction of rival employers. Salary levels are often a factor here, employees leaving in order to improve their living standards (Torrington, et al., 2008).

According to Mafini, & Dubihlela (2013) Determinants of military staff turnover studied that job satisfaction, management style, job content, economy and employment opportunities, employment equity and individual cognition and personality.

Based on Hausknecht (2014) HRM inducements and investments, HRM expectation-enhancing practices, shared attitudes toward the job and organization, quality of workgroup and supervisory relations, job-alternative signals, and job-embeddedness signals.

2.1.4. The Main Common Causes of Employee Turnover

Taylor and his colleagues (2002) as cited on Torrington, et al. (2008) interviewed 200 people who had recently changed employers about why they left their last jobs. They found a mix of factors at work in most cases but concluded that internal factors were a great deal more prevalent than external factors as causes of voluntary resignations. Very few people appear to leave jobs in which they are broadly happy in search of something even better. Instead the picture is overwhelmingly one in which dissatisfied employees seek alternatives because they no longer enjoy working for their current employer. Interestingly this study found relatively few examples of people leaving for financial reasons. Indeed more of the interviewees took pay cuts in order to move from one job to another than said that a pay rise was their principal reason for switching employers.

Other factors played a much bigger role:

➢ Dissatisfaction with the conditions of work, especially hours;
➢ A perception that they were not being given sufficient career development opportunities;

➢ A bad relationship with their immediate supervisor.

This third factor was by far the most commonly mentioned in the interviews, lending support to the often stated point that people leave their managers and not their organisations. Branham (2005) cited by Torrington, et al. (2008) drawing on research undertaken by the Saratoga Institute, reached similar conclusions. His seven 'hidden reasons employees leave' are as follows:

> ➢ The job or workplace not living up to expectations;
> ➢ A mismatch between the person and the job;
> ➢ Too little coaching and feedback;
> ➢ Too few growth and advancement opportunities;
> ➢ Feeling devalued and unrecognised;
> ➢ Stress from overwork and work-life imbalance;
> ➢ Loss of trust and confidence in senior leaders.

According to Sümer & Ven (2008), like the civilian the causes of military employee turnover documented that distal factors consists job and organizational characteristics like distributive justice and perceived job alternatives, intermediate or mediating factors like person-environment fit, quality of life perceptions and work attitudes like job satisfaction, continuance commitment, and affective commitment and proximal factors consisted of turnover intentions, a macro-economic factor: unemployment rate and critical life events/shocks.

Common voluntary turnover causes include job dissatisfaction, pay and benefits levels, supervision, geography, and personal/family reasons. Career opportunities in other firms, when employees receive unsolicited contacts, may lead to turnover for individuals, especially those in highly specialized jobs such as information technology (Mathis & Jackson, 2011).

A. Pay and Benefits

Compensation and benefits administration is responsible for establishing and maintaining an equitable internal wage structure, a competitive benefits package, as well as incentives tied to individual, team, or organizational performance (Werner & Desimone, 2012).

The tangible rewards that people receive for working come in the form of pay, incentives, and benefits. Employees often cite better pay or benefits as the reason for leaving one

employer for another. Employers do best if they offer competitive pay and benefits, which means they must be close to what other employers are providing and what individuals believe to be consistent with their capabilities, experience, and performance. If compensation is not close, often defined as within 10% to 15% of the "market" rate, turnover is likely to be higher (Mathis & Jackson, 2011).

Pay satisfaction is of primary concern to both employers and employees. For employees, pay is of obvious importance in terms of satisfying their economic needs. It is important that they are satisfied with their overall pay as this may impact their attitudes and behaviours. For many organizations, employee turnover is a key concern because of the time and money involved in addressing this issue, among other factors (Singh, & Loncar, 2010).

Employee Turnover is caused inadequate payment (Tracey & Hinkin, 2008). Cash based Compensation component like basic salary, merit pay, year-end bonus and individual bonus are the most motivator of employee for retain them (Chiu, Luk, & Tang, 2002). HR incentives explain the most variance in turnover intentions (Batt, & Valcour, 2003). Benefits or payments are the better factor to turnover intention in industry (Shaw, Delery, Jenkins, & Gupta, 1998).

B. Work Relationships with Co-workers and Management

Work relationships with Supervision and Leadership An immediate supervisor plays an important role in the employee's work life, delegating tasks and responsibilities, setting expectations, evaluating performance, and providing (or failing to provide) feedback, rewards, and discipline. Co-workers, especially team members, can exert a strong influence on an employee's behavior (Werner & Desimone, 2012). Work relationships that affect employee retention include supervisory or management support and co-worker relations (Mathis & Jackson, 2011). Turnover is caused primarily by poor supervision (Tracey & Hinkin, 2008).

C. Working environment

If Work Environment/working conditions are substandard or the workplace lacks important facilities such as proper lighting, furniture, restrooms and other health and safety provisions, employees will not be willing to put up with the inconvenience for long time (Shukla, & Sinha, 2013)

Working conditions are not feasible, strict rules & regulations can create stress in employees that stress can increase the dissatisfaction in employees & as a result turnover intentions will increase (Kanwal, 2017). There are variety of adverse working conditions that may influence individual worker's separation decision (Cottini, Kato, & Westergaard-Nielsen, 2011).

According to AlBattat, & Som (2013) stated that, when an employee faces the case of dissatisfaction from a poor working environment and considers leaving his current job.

D. Lack of Opportunities and Career Development

When they observe limited opportunities for professional or personal advancement in their current jobs, they prefer to join other companies which may provide good career growth and good pay packages (Iqbal, 2010).

Obstacles in career development can appear at any time during an employee's employment period which serves as stressor for them (Shukla, & Sinha, 2013).

Career growth opportunities are to groom the employee for further development by offering different courses. It is the real reasons behind turnover, search for some new job with better opportunities as compare to present job will increase the intentions to leave the current job (Kanwal, 2017).

Attitudes add to our understanding of employee behavior by showing another way that thoughts can influence behavior. Many human resource development interventions, including training evaluation, management development, and organizational development, either focus on modifying employee attitudes or use attitudes as a central component. For example, one common way human resource development programs are evaluated is by means of assessing employee attitudes toward the program and its content (Werner & Desimone, 2012).

Career planning shapes the progression of individuals within an organization in accordance with assessments of organizational needs, defined employee success profiles and the performance, potential and preferences of individual members of the enterprise (Armstrong, 2006).

Opportunities enhance commitment to an employer on the part of individual employees, making them less likely to leave voluntarily than they would if no training were offered. The alternative view holds that training makes people more employable and hence more likely to

leave in order to develop their careers elsewhere. The view is thus put that money spent on training is money wasted because it ultimately benefits other employers (Torrington, et al., 2008).

In one survey, nearly one-third of workers identified the lack of career advancement opportunities to be the most important reason for potentially changing employers (Mathis & Jackson, 2011).

E. Work-Family Balance Concerns

According to Frone (2003) work-family balance is work and non-work social roles. The term non work is not meant to imply that social roles such as parent or student do not entail work.

According to (Hosek and Totten, 2002) as cited by (Mwanza, 2018) deployments that take the military members to a far-off place will tend to encourage searches for alternative job opportunities and finally withdrawal from the military.

According to Sümer (2004) stated that work-family concerns, as part of broader quality of life concerns, constitute a critical group of individual differences variables associated with military turnover. That is, frequent and long deployments, overnight duty and long work hours, typical of most military jobs, are likely to play a critical role in the decision to join and to leave the military.

Job accomplishments and workload demands that are dissatisfying or stressful may impact performance and lead to turnover, Both timing of work schedules and geographic locations may contribute to burnout of some individuals but not others and The ability of employees to balance work and life requirements affects their job performance and employee turnover retention(Mathis & Jackson, 2011).

F. Work Attitudes Factors: Job Satisfaction and Organizational Commitments.

Attitudinal commitment thus represents a state in which an individual identifies with a particular organization and its goals and wishes to maintain membership in order to facilitate those goals. Organizational commitment is defined here as the relative strength of an individual's identification with and involvement in a particular organization (Porter & Smith, 1970) cited by (Mowday, Steers, & Porter, 1979).

It can be characterized by at least three factors: 1) a strong belief in arid acceptance of the organization's goals and values; 2) a willingness to exert considerable effort on behalf of the organization; and 3) a strong desire to maintain membership in the organization (Mowday, et al., 1979).

Organizational commitment is characterized by belief in and acceptance of organizational goals and values, willingness to exert effort on behalf of the organization, and a desire to maintain membership in the organization (Mowday et al., 1982, p. 27) cited on (Brooke, Russell, & Price, 1988).

Work attitudes of organisational commitment predicted turnover better than overall satisfaction, especially in the security industry. Even though both satisfaction and commitment have been identified as critical variables in the turnover process, there seems to be a lack of conformity concerning the quality of the relationship between these two variables in relation to employee withdrawal (Mwanza, 2018).

Job satisfaction has traditionally been defined as a positive emotional state reflecting affective (fondness) attitude or response towards the job situation. It is an important motivator for employee performance; it is a causal antecedent to organizational commitment and negatively related to turnover and absenteeism (Mak & Sockel, 2001).

An individual's loyalty or bond to his or her employing organization, referred to as organizational commitment, influences various organizational outcomes such as employee motivation, job satisfaction, performance, accomplishment of organizational goals, employee turnover, and absenteeism (Demir, Sahin, Teke, Ucar, & Kursun, 2009).

Work attitudes such as Job satisfaction and organizational commitment among various antecedents appear to be good predictors of turnover rates (Cheng, 2006) cited by (Pepra-Mensah, & Oteng, 2017).

Job satisfaction is a general attitude toward an individual's current job. This encompasses the feelings, beliefs and thoughts about the job (Nwokocha, & Iheriohanma, 2012). Job satisfaction is the expression of feelings that how much employee is satisfied from its current job. It is also the difference between what he thinks that he deserves & what he gets. If he is not satisfied with the pay or other rewards which are fail to fulfil the basic human needs of an employee, so he will switch to some other organization. Job satisfaction is having negative

relationship with turnover intentions, if job satisfaction increases than turnover intentions will decrease, if job satisfaction decreases than turnover intentions will increase (Kanwal, 2017). The relation between job satisfaction and employee turnover is reciprocal to each other and this relationship is high when unemployment rate is low in the society and similarly low when unemployment rate is high (Arokiasamy, 2013).

The concept of commitment is three approaches these are affective, continuance and normative commitment. These characterize the employee's relationship with the organization and has implication for the decision to continue or discontinue membership in the organization Affective commitment refers to the employee`s emotional attachment to, identification with and involvement in the organization. Employees with strong affective commitment continue employment with the organization because they want to do so. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they need to do so. Normative commitment reflects a fleeing of obligation to continue employment. Employees with high level of normative commitment feel that they ought to remain with the organization (Meyer & Allen, 1991, p.67).

Affective commitment consists of personal characteristics, structural characteristics, job related characteristics and work experiences (Meyer & Allen, 1991, pp.69-70). Job-related attitudes, namely satisfaction and commitment, have been consistently shown to be related to variables associated with employee withdrawal (Sümer, 2004).

2.1.5. Measuring Employee Turnover

According to Mathis & Jackson (2011), stated that The U.S. Department of Labor estimates that the cost of replacing an employee ranges from one-half to five times the person's annual salary. The turnover rate for an organization can be computed as a monthly or yearly cost.

Based on this concept Capon, Chernyshenko, & Stark (2007), stated that the rate of turnover in any organisation is most often expressed as the percentage of total employees who sever their organisational membership during a standard period, usually 12 months. This formula can be expressed as:

Labour Turnover = $\dfrac{\text{Total Separations (over 12 months)}}{\text{Average \# of Employees over the 12 Months}}$ x 100

2.1.6. Voluntary Turnover Costs and Benefits

According to Allen, Bryant, & Vardaman (2010,p.51), stated that costs of turnover are Separation Costs(Tangible and Intangible), Replacement Costs (General Costs, Recruitment costs, Selection and Orientation and Training) and Turnover Benefits(by not replacing leaver, new blood, new Diversity)

According to Armstrong (2006), stated that cost of labor turnover can be costly. The factors to be considered are:-

➢ Leaving costs – payroll costs and personnel administration of leaver;
➢ Direct cost of recruiting replacements (advertising, interviewing, testing etc);
➢ Opportunity cost of time spent by HR and line managers in recruitment;
➢ Direct cost of introducing replacements (induction course, cost of induction manuals etc);
➢ Opportunity cost of time spent by HR and managers in introducing new starters;
➢ Direct cost of training replacements in the necessary skills;
➢ Opportunity cost of time spent by line managers and other staff in providing training;
➢ Loss of the input from those leaving before they are replaced in terms of contribution,
➢ Output, sales, customer satisfaction and support etc;
➢ Loss arising from reduced input from new starters until they are fully trained.

Further, different types of organizations and industries face very different average turnover rates. From a financial perspective, turnover costs are important but often hidden from managers. There are no profit and loss statements that specifically capture the "cost of voluntary turnover". Instead, the costs are buried in line items like recruitment, selection, temporary staffing and training. Or worse still, the real but unmeasured costs from losses of customer service continuity or critical implicit knowledge are never calculated. Across the globe, rates of voluntary turnover and its impact also vary (Holtom, Mitchell, Lee, & Eberly, 2008).

2.1.7. Employee Turnover Retention Strategy

From a managerial perspective, the attraction and retention of high-quality employees is more important today than ever before. A number of trends (e.g., globalization, increase in knowledge work, accelerating rate of technological advancement) make it vital that firms acquire and retain human capital. Given the development of new managerial approaches to

retention, labor market dynamism, and evolution in research methodology and technology, it is not surprising that turnover continues to be a vibrant field of research despite more than 1500 academic studies addressing the topic (Holtom, et al., 2008).

Retention policy an important part of an effective work force management program. Like most things worth doing. Effective retention policies are not the product of a simple formula. They usually result from methodological data collection, studious data analysis and though full construction of problem responsive strategy. This strategy may be blanket or focused strategy (Steel, Griffeth, & Hom, 2002).

In order to retain employees based on Holtom, et al. (2005) stated that Shock attributes also appear to vary by organization and profession. Thus, appropriate responses will vary across contexts and organizations whatever All in all, shocks do matter. The study documents the diverse nature of shocks and how different shocks affect voluntary turnover. More importantly, it extends our current knowledge for managing employee retention. Accumulating evidence indicates the importance of organizations carefully analysing and monitoring shocks. Possessing this knowledge, managers then can make evidence-based decisions regarding when to focus on shocks or satisfaction, or both. Finally, they will be armed to anticipate shocks and proactively defuse their effects, thereby stemming the tide of dysfunctional turnover.

To minimize employee turnover, confronted with problems of employee turnover, management has several policy options viz. changing (or improving existing) policies towards recruitment, selection, induction, training, job design, wage payment policy modification to focus exclusively on the induction process. Management and should encourage job redesign-task autonomy, task significance and task identity, open book management, empowerment of employees, recruitment and selecting scientifically with the objective of retaining employees (Ongori, 2007).

A. Understanding and Reducing Voluntary Turnover

According to Lee et al. (2008) stated that more effective prediction and prevention of turnover is highly valuable to organizations because the cost of replacing an employee can be extraordinary – around ½ to 2x the employee's first-year salary. However, despite the large amounts of time and energy that have been invested in trying to understand why employees quit, there is still much that is not understood about the turnover process. Know the different

"paths" that employees may take when they quit a job. The "standard model" of turnover – what people traditionally associate with "quitting" occurs when an employee is dissatisfied with his or her current job, so he or she initiates a job search and quits when a suitable replacement is found. New research indicates, however, that this standard model is often more of an exception than the rule when explaining why and how an employee quits his or her job. In fact, one study found that 23% of turnover occurred as a result of unsolicited job offers when an employee is sought out by another organization and offered a more attractive position. Another important factor that contributes to voluntary turnover is the condition of the labor market. When unemployment rates are high, employees are more likely to continue working a job that they are dissatisfied with. When unemployment rates are low, job satisfaction becomes more influential, and employees are more likely to seek new employment if they are dissatisfied with their current job.

B. Turnover Management Strategies

According to Allen, et al. (2010) stated that turnover should be evidence based that fist it should be according to the organization stockholders intent, type of turnover, costs, impacts and retention strategies. Second the cause and effect that is the organizational equilibrium and turnover, forecasting, alternative ways of turnover and job embeddedness. Third; fix and adapt analyses costs, rate and functionality, conduct internal external analysis, need assessment and benchmarking, develop retention goals and strategies

C. Developing Evidence-Based Employee Retention Management Strategies

According to Allen, et al.(2010, p.58) stated that because of the misconception or miss leading about turn over that turnover is multi-dimensional, dynamic and not specific that the turnover context recommended that; Retention should be first analyzed (cost vs benefit, turnover rates and functionality). Second; matching to the organizational context (bench marking and need assessment) third; formulate evidence based retention strategies. Whatever different studies defined and concluded that there are variables which determined the employee turnover and retention strategy to summarize the Turnover drivers like on boarding, job characteristics, leadership and relationship, work environments and individual characteristics. Finally the result shows that it differs according to the context because of science and practice are indifferent so managers should have used an evidence based

strategies of employee retention. Recent research on shock-induced turnover and improve employee retention (Holtom, et al., 2005, p.337).

D. Specific Employee Retention Strategies

According to Torrington, et al.(2008) stated that in order to retain employee pay or pay levels, managing expectations, giving timely induction, family-friendly hr practices, training and development and improving the quality of line management should takes place in an organization.

According to Mathis & Jackson (2011), a number of organizational/ management factors influence individuals in their decisions to stay with or leave their employers, work relationships that affect employee retention include supervisory/management support and co-worker relations, job and work-life, rewards like compensation, benefits, and performance, career training and development, employer policies and practices and employee surveys like exit interviews one widely used means for assisting retention assessment and take retention.

Organizational cultures emphasizing interpersonal relationship values, effective employee selection procedures, equitable compensation and benefits, job enrichment and job satisfaction, practices providing work life balance and organizational direction creating confidence in the future are some of the retention mechanisms in organization (Greer, 2001).

2.2. Empirical Studies

Employee voluntary turnover is an aged and it is the most researched topic, since that the concepts of psychology and needed in management of employees different psychologists and management authors and researchers studied and wrote on the issue at different time and organizations; for example;

According to Porter, Steers, Mowday, & Boulian (1974), studied that on employed psychiatric technician trainees organizational commitment that is attitudes toward the organization as more predictor of turnover than job satisfaction the more specific attitudes toward one's particular job. But; Later on Mobley (1977) stated and find that the relationship between job satisfaction and turnover is significant and consistent, but not particularly strong and suggest farther study on it. Based on the work of Tett, & Meyer (1993); by relating the satisfaction and commitment to the turnover intention and path they found that satisfaction

scales commitment does not correlate more strongly than satisfaction does with intention/cognitions.

Researchers such as Hom, & Kinicki (2001) find and documented that Dissatisfaction drives employee turnover. In addition to this AlBattat, & Som (2013) conducted and indicated that When an employee faces the case of dissatisfaction from a poor working environment and considers leaving his current job and in the work of Tnay, Othman, Siong, & Lim (2013) shows that job satisfaction with pay and supervisory support has relation to the employee turnover intention.

In order to retain employees; According to Chiu, et al. (2002), studied in Hong Kong and China and found that Cash based Compensation component like basic salary, merit pay, year-end bonus and individual bonus are the most motivator of employee for the retain them.

The work of Čiarnien, Kumpikait, & Vienažindien (2010) indicates that expectations and job satisfaction external factors and internal factors affecting job satisfaction and lead to turnover. With relation to this Emami, Moradi, Idrus, & Almutairi (2012) states Organizational learning culture and job satisfaction have strong relation with turnover.

other researchers like Sümer, & Ven (2008) & Sumer (2009) indicates that unmet expectations like pay, atmosphere in the workplace, content of the job, work relationships & lack of opportunities, work-family concerns/balance frequent and long deployments, overnight duty, long work hours and work overload , job-related attitudes (job satisfaction, organizational commitment & organizational identification). Similar to this Capon, et al. (2007) studied this as distal predictors and proximal predictors for turnover courses and retention in military context.

According to Lee, Hom, Eberly, Li, & Mitchell (2017) argue that established explanatory constructs in the turnover like job satisfaction, job embeddedness, perceived alternatives, job search and shocks as antecedents to turnover.

The work of Mwanza (2018) on Causes of junior officers for a private security firm in WINDHOEK, NAMIBIA shows that unmet expectations & work-family concerns/balance took as military turnover reason. In addition to that lack of job satisfaction, organisational commitment and leader-member relationships, contributed to the escalated rise in attrition from the military.

According to Sümer, & Ven (2008) studied and documented that meta-analytic findings argued between civil and military turnover and suggested that because of Contractual obligations, satisfaction weaker influence on withdrawal cognitions and actual turnover for military than for civilian. Models of voluntary turnover have conventionally been attitude-centred job-related attitudes, mainly job satisfaction and organizational commitment for thinking about quitting and turnover intentions.

Researchers like Mobley, Griffeth, Hand, and Meglino (1979) tried to identify the Couse as internal and external factors that may lead to employee turnover In addition to these Meyer, Allen, & Smith (1993) study on nurse students studied that Commitment to organizations and occupations that lead or not to turnover intention and response to dissatisfaction and finally recommended other studies for focusing to other commitment entities.

According to Shaw et al. (1998) studied that Benefits or payments are the better factor to turnover intention in industry and suggested the Implications are derived and directions for future research suggested.

Based on Batt, & Valcour (2003), Studied and recommended that, human resource practices: work-family policies, HR incentives designed to induce attachment to the firm, and the design of work

On the other side Lee, Mitchell, Sablynski, Burton, & Holtom (2004) studied and documented shows on the concepts of job embeddedness or connection with comparison diference on the off-the-job and off-the-job. Because of the retention problem why people leave the organization more recently, Mitchell, Holtom, Lee, Sablynski, and Erez (2001), as cited by Lee, et al. (2004) focused on why people stay rather than on how they leave. In particular, they drew attention to the reasons people stay through their job embeddedness construct.

Later on Wheeler, Gallagher, Brouer, & Sablynski (2007), Studied and documented that job satisfaction mediated the person-organization fit-intent to turnover relationship and that perceived job mobility moderated the job satisfaction-intent to turnover relationship such that the combined effect of high job dissatisfaction and high perceived job mobility predicted intent to turnover.

According to Chowdhary (2013), the Factors that lead to stay in organization are salary of employees, promotional strategies, employee's relationship with management and other co-employees, training and development program, work burden and working hours are found important for improving job satisfaction of bank employees and Increase in level of these factors improves overall satisfaction of employees.

To show the dynamism of employee turnover Holtom, Mitchell, Lee, & Eberly (2008) stated that Turnover Research in different time period was carried out because of the dynamics turnover and retention methods. With connection to this Chen & Ployhart (2006), found and provided mixed support for the theoretical model of relationships and Researchers like Sutton & Griffin (2004) By Measuring Pre-entry expectations and post-entry experiences of satisfaction in terms of time based on factors super vision, overall job content and pay on Post-entry experiences regarding supervision were found to predict contract violation founded impact on turnover intention.

Based on Weiss, MacDermid, Strauss, Kurek, Le, & Robbins (2003), Retention in the Armed Forces stated that the role of environmental shocks and their influences on commitment, as well as work and family factors. In the work of Holtom, Goldberg, Allen, & Clark (2017) Also shows the concept of Organizational shocks generally occur earlier than personal shocks. Further, unexpected shocks have a stronger impact than expected shocks on subsequent turnover. Later on similar Holtom, Mitchell, Lee, & Inderrieden (2005) based on their researched and documented Conflicting to conventional wisdom, accumulated job dissatisfaction is not the immediate cause of most voluntary turnover. Job dissatisfaction is a factor, but to focus on it as the dominant cause of most turnovers is incomplete and limited. Instead, they argued that turnover often is triggered by a "shock" to the system.

Recent study regarding military turnover and to retention on Jaiswal, et al.(2015) show that job-related organizational and personal factors that may affect the personnel's satisfaction with the military job. Similar to this Hom, Mitchell, Lee, & Griffeth (2012), proposed proximal withdrawal stated that motivate members to participate or withdraw from organizations as an expanded criterion. .

The study of Ongori (2007) shows the cause of employee intention to quit these are Job related like experience of job related, lack of commitment in the organisation; and job dissatisfaction and Organizational like management and motivation.

According to Chen, Ployhart, Thomas, Anderson, & Bliese (2011) on the researched document new model of dynamic relationships between job satisfaction change and turnover intentions. And In the study of Firth, Mellor, Moore, & Loquet (2004) shows the Emotional support from supervisors and self-esteem mediated the impact of stressors on stress reactions, job satisfaction, commitment to the organization and intention to quit.

Regarding to the retention Ramlall (2004) states that for retaining employees is required to fill full the Needs of the Employee, create good Work Environment, give Responsibilities, Fairness and Equity, Effort and Employees' Development.

According to the empirical researches different types of employee turnover in different organizations, time, path, places are depending on the context and the retention strategy also shows evidence based.

2.3. Conceptual framework of the study

Based on the literature reviews Conceptual framework of the study is provided as follows.

Fig.1 Conceptual Framework of the Study
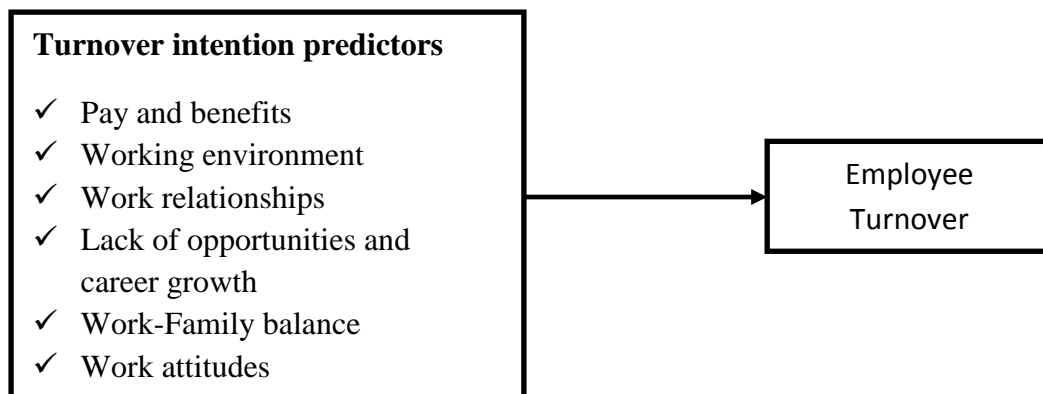
Sources: Developed based on the literature reviews convoyed.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter deals about Methodology of Research that used to show how the primary and secondary data collected, analyzed and managed the instruments. And it contains the Design of the research population, sampling techniques, sources of data collection, procedures of data collection, validity and reliability test of the data and ethical considerations. And how the data was analysed and interpreted also included.

3.1. Research Design and Approaches

Research design is all structure of the study and the method describes the study in terms of quantitative, qualitative or both for obtain, analyzing and interpreting the data (Deribesa, 2017). Research design is a master plan that specifies the methods and procedures for collecting and analysing the needed information investigation (Zikmund, Babin, Carr, & Griffin, 2013).

In this research, the research design used is descriptive research design. Because descriptive research design describe the existing situation and it answered the questions of what, where, when and how and are related to the research problem. And it is a systematic investigation that is conducted to examine the extent and forms of occurrence of a certain behavior, social, cultural, educational or economic phenomena (Belay & Abdinasir, 2015). Descriptive research is self-explanatory in that verifies a research questions that focus on telling about event or situation (Deribesa, 2017).

The approach of the research used both quantitative and qualitative method or mixed. Mixed research method uses both quantitative and qualitative elements that involve the collection and analysis of such elements in a study (Deribesa, 2017). Mixed methods approach is the general term for when both quantitative and qualitative data collection techniques and analysis procedures are used in a research design (Saunders, Lewis & Thornhill, 2009).

3.2. Population size and Sampling Techniques

3.2.1. Target Population

Target population of the study contain all individual employees in MOND in the selected departments of communications, information communication technology department, communication system security department, communication materials supply, operational department, maintenance department, national reserve force department and human resource management department with their sub staffs.

Table.3.1. Target Population

No	Employees of the departments(classified by Rank)	Population
1	Higher officers	57
2	Commissioned or line officers	212
3	NCO none commissioned officers	305
4	Civilians	46
	Total Population	620

Source: From human resources departments (2019)

3.2.2. Sampling Techniques

In this research, sampling technique used is Stratified random sampling techniques the reason is that the employees of departments have different classes or ranks and grouped as their rank title. This helped to get proportionate data from the different rank status of the employees so that the data is completed and précised as it represents the sample.

Sampling frame is divided into sub-sections containing groups one or more characteristics and a random sample from each stratum is selected (Onwuegbuzie, & Collins, 2007). It is a modification of random sampling in which you divide the population into two or more relevant and significant strata based on one or a number of attributes (Saunders, et al., 2009). By dividing the population into sub category or strata based on attributes like class, education, age, place and religious. To affect this divide the population in to strata and draw sample from each strata proportionally (Deribesa, 2017). In Stratified random sampling Data is divided into various sub-groups (strata) sharing common characteristics like age, sex, race, income, education, and ethnicity. A random sample is taken from each stratum. The advantages are- it assures representation of all groups in the population needed (Acharya,

Prakash, Saxena, & Nigam, 2013). The study also contained purposive sampling technique for the leaders of the departments used to interview.

3.2.3. Sample Size Determination

Sample size from population of the selected MOND departments the sample size is calculated using the formulas as follows. The sample size calculation formula was adapted from Yamane (1967, p.886) as Reviewed and cited by Israel (2013) that Provides a simplified formula For Proportions to calculate sample sizes. This formula used to calculate the sample sizes in Tables 3.2

$$n = \frac{N}{1+N(e)^2}$$ Where, n is the sample size, N is the population size, e is the level of precision and Confidence level= 95% and P or e = .5%

Based on the adopted formula the sample size calculated and used is **243.**

Table.3.2. Department`s Sample Representation

No	Employees	Population	Proportion in the population	Sample size or strata
1	Higher officers	57	9.2%	22
2	Commissioned or line officers	212	34.2%	83
3	None commissioned officers (NCO)	305	49.2%	120
4	Civilians	46	7.4%	18
	Total	620	**100%**	**243**

Source: own based on (Deribesa, 2017).

3.3. Types, Source and Methods of Data Collection

3.3.1 Data Source and Type

The required data for this study were collected from both primary and secondary sources. The Primary data source from the sample employees of the departments has been collected through survey using structured questionnaires and interview. Regarding the data type the study used both qualitative and quantitative data type. Questionnaires were used for quantitative and the interviews for qualitative data type collection.

The secondary data source of this research is Documents from human resource files such as rules, letters, manuals, procedures of the HR managements and department's reports.

3.3.2. Method and Tools for Data Collection

The data collection method or technic was through questionnaires and interviews. The self-administered structured questionnaire was used for primary data collection. The reason using Questionnaire is important for easily manageability and to obtain the data timely. Questionnaires are best used for collecting factual data (Leung, 2001).

The scale of Questionnaires contained 1 up to 5 (likert scale, Strongly Disagree =1, Dis-agree=2, Neutral=3, Agree=4 and strongly agree=5) for the quantitative data response from the sample employee of the selected department of MOND and The structured interview was used for collecting primary qualitative data to investigate the required data in-depth face to face from the purposively selected leaders of the departments. A structured interview is one in which each subject or respondent is asked a series of questions according to a prepared and fixed interviewing schedule the questionnaire (Brace, 2018).

The Questionnaire was designed in English and Amharic language. The reason of using the Amharic language is in order to obtain data from those who do not understand the English language from the sample population.

3.4. Procedures of Data Collection

Based on the schedule the developed survey instruments were copied and distributed using the researcher physically to the sample employees of the departments and were filled the data by the employees; the researcher was collected the data physically. Regarding the interview communicating the purposively selected management body of the departments were interviewed and obtained the data by the researcher.

3.5. Methods of Data Analysis

Data analysis is the application of reasoning to understand the data that have been gathered in its simplest form, analysis may involve determining consistent patterns and summarizing the relevant details revealed in the investigation (Zikmund, et al., 2013).

Based on the collected from employees through questionnaire, it was analyzed and interpreted; this was done according to the research approach. The response data questioners through were analyzed quantitatively. And the interviewed data were analyzed qualitatively; while the quantitative data was presented though tabulation and classified , finally the data was edited in appropriate manner ,tables were used to analyze data and the SPSS (Statistical software package) version 20 application was used to show the real output of information using the research design descriptive statistics in figures like tabulation of data expressed in terms of frequency count, percentage mean and standard deviation of the factors that contributing to employee turnover in the MOND selected department staffs and values are computed for each items and were elaborated the analyzed of each items and based on their source and finally provide.

3.6. Reliability and Validity

3.6.1. Reliability Assurance

The questionnaires were distributed and filled by sample of 10 employees of the departments and the reliability of the instrument or items were pilot tested using Cronbach's Alpha (the Greek letter α) reliability statistics test was used SPSS version 20 computer application system. Reliability is used to test the consistency of data (Saunders, et al., 2009).

Table 3.3. Reliability Analysis

Cronbach's Alpha	N of Items
.789	30

Source: Owen Survey (2019)

The result in the above table revealed that, the Cronbach's Alpha for the study items is .789. This indicated that the data is reliable and can use farther analysis. Coefficient alpha is certainly one of the most important and pervasive statistics in research involving test construction and use (Cronbach, 1951) cited on (Cortina, 1993).

 The standard coefficient alpha (α) is stated as 0.80 to 0.95, very good reliability , 0.70 to 0.80, good reliability ,0.60 to 0.70, fair reliability and <0.60, as poor reliability(Zikmund, et al., 2013).So, in this study the above requirement is met.

3.6.2. Validity Assurance

The research instruments were validated using leaders of the MOND departments, the advisor, colleagues and other researchers. Validity is concerned with whether the findings are really about what they appear to be about (Saunders, et al., 2009).

3.7. Research Ethics

Saunders, et al. (2009), data collection stage is associated with a range of ethical issues. Some of these are general issues that used to apply to whichever technique is being used to collect data. Other issues are more specifically related to a particular data collection technique. Finally, and of equal importance, there are issues associated with ensuring your own safety whilst collecting your data. Ethical concerns emerge as you plan your research, seek access to organizations and to individuals, collect, analyze and report your data.

Concerning ethical consideration, primarily the activities were communicated and were asked the full consent of the respondents that candidate in the sample size then the researcher was in ethical by avoiding dishonesty, keeping confidentiality, respecting the privacy, and caring the secrecy of all respondents and these issues were written on the questioner first part or page. Research ethics basic issue in a research when communicate to the respondents.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF DATA

This chapter presents results of the data collected from the selected departments of MOND which is based on the research question provided in the first chapter. And it presents a brief analysis of the data, results of the survey questioners and interviews. For the analysis the researcher used SPSS version 20 software package in order to show the data results in the form of tables.

4.1. Response Rate of Respondents

In this research, out of 243 questionnaires were distributed to respondents and 235 (96.7%) Questionnaires were properly filled and collected. Using this figure the next analysis is carried out.

4.2. Demographic characteristics of Respondents

The demographic characteristics part of the questionnaire includes the personal futures like Gender, Age, Rank, Educational level, Service years, Monthly Salary of the respondents. The detail is as follows;

Table.4.1. Demographic characteristics of Respondents

No	Description	Frequency		Percentage (%)
1	Gender of the respondents	Male	174	74.0
		Female	61	26.0
2	Age of the respondents	20-30	92	39.1
		31-40	93	39.6
		41-50	48	20.4
		>50	2	.9
3	Rank of the respondents	NCO	114	48.5
		Line officers	83	35.3
		Higher officers	22	9.4
		Civilian	16	6.8
4	Educational level of the respondents	Below grade 10	2	.9
		Certificate levels	25	10.6
		Diploma level	114	48.5
		First Degree	84	35.7
		Masters Degree	10	4.3
		Doctoral degree	0	0
5	Service years of the respondents in the institution	Less than 2 year	6	2.6
		2 to 5 year	27	11.5
		6 to 10 year	70	29.8
		11 to 15 year	66	28.1
		16 to 20 year	27	11.5
		more than 20 year	39	16.6
6	Monthly Salary of the respondents	less than 2000 birr	5	2.1
		2000-4000	162	68.9
		4001-6000	68	28.9
		Above 6000	0	0
		Total	**235**	**100.0**

Source: Owen Survey (2019)

Regarding the Gender of the respondents as shown in the above table 4.1 from the total respondents 174(74%) of them are male and only 61(26%) are female. It indicates that there is less participation of the female in the staffs.

With connection to the age of the respondents as indicated in table 4.1 above; 92(39.1%) respondents are between 20 and 30 years of age, 93(39.6%) of respondents are between 31 and 40 years of age. the human resource within this age range is more actively participative in the organization. leaving those resource from the organization is pain full and brings cost

and 48(20.4%) of respondents are between 41 and 50 years of age. this shows they are experienced in the organization and above 50 are only 2(.9%). this shows that most of the employees are young and experienced respectively and this damages the organization if not retained them.

Relating to the rank of the respondents as shown in table 4.1 above; 113(48.1%) respondents are non-commissioned officers, 83(35.3%) of respondents are line officers. within this rank range the employee are highly required in day today activities of the organization. having turnover intention those employee is damage for the organization. and 23(9.8%) of respondents are higher officers. this shows they are experienced in the organization and 16(6.8%) of respondents are civilian and leaving those from the organization makes difficult of the office work for the military members or engaged in office work rather than the military work. this shows that the majority of the employees are NCO and line officers respectively and having turnover intention in those rank categories could harm the organization.

Regarding the educational level of the respondents as indicated in the above table 4.1. of that, 114(48.5%) respondents are diploma level, 84(35.7%) of respondents are qualified at first degree level. this shows employees of the organization are qualified in first degree and diploma level and are high resources input for the organization. leaving those employees from the organization has impact on it. and 10 (4.3%) of respondents have master's degree, 25(10.6%) are certificate levels and only 2(.9%) of respondents are the only below grade 10 of educational level. this indicates that majority of the employees are diploma and first degree graduates of college and universities and thinking to leave those employees from the organization have influence on its performance.

As table 4.1 above relating to the service years of the respondents from the total respondents 6(2.6%) of them have less than two years' service experience, 27(11.5%) have 2 up to 5 years' service experience, respondents 70(29.8%) and 66(28.1%) have 6 up to 10 and 11 up to 15 years' service experience respectively. this indicates that the employees are experienced. and 27(11.5%) have 16 up to 20 years' service experience, and the rest 39(16.6%) of them have more than 20 years' service experience. leaving of those experienced types of employees has impact on the mission accomplishment of the organization.

Finally, regarding to monthly income salary level of the respondents based on table 4.1, shows that, 5(2.1%) earn less than 2,000 birr, 162 (68.9%) earn 2,000 up to 4,000 Ethiopian

birr; who are the majority of the employees of the organization. and 68(28.9%) earn 4001 up to 6,000 Ethiopian birr and none of them are earn above 6,000 Ethiopian birr from the total respondents. this indicates that majority of employees are paid low monthly income salary level and it leads the employees to leave the organization for better payment.

4.3. The Analysis Data Related to the Study

4.3.1 Pay and Benefit as a Reason to Leave Employees from the Organization

Table 4.2 Pay and Benefit as a Reason to Leave Employees from the Organization

N o	Item	Degree of Agreement	Frequency	Percentage (%)	Mean	Std. Deviation
1	The monthly salary payment of the organization for that I work on is not encourage me to stay within the organization	SD	2	.9	4.3915	.81645
		D	7	3.0		
		N	17	7.2		
		A	80	34.0		
		SA	129	54.9		
2	The salary of employees' in the organization does not in such attract for new recruits applicants and after join the organization they are thinking to leave	SD	6	2.6	4.3191	.97635
		D	12	5.1		
		N	14	6.0		
		A	72	30.6		
		SA	131	55.7		
3	Non-competitive pay contribute for the employee turnover in the organization	SD	3	1.3	4.4255	.85096
		D	9	3.8		
		N	11	4.7		
		A	74	31.5		
		SA	138	58.7		
4	Getting organizational Benefits has contribution for retain employees	SD	8	3.4	4.1872	1.04137
		D	12	5.1		
		N	25	10.6		
		A	73	31.1		
		SA	117	49.8		
5	Lack of housing and health facility in army have contribution to turnover intention	SD	14	6.0	3.8766	1.21145
		D	28	11.9		
		N	20	8.5		
		A	84	35.7		
		SA	89	37.9		
6	Daycare establishment on the work area contributes employee to stay in the organization	SD	12	5.1	4.0468	1.11418
		D	14	6.0		
		N	26	11.1		
		A	82	34.9		
		SA	101	43.0		
		Total	235	100.0		
				Cumulative	4.2078	.54647

Source: Owen Survey (2019)

In the above table 4.2 regarding pay and benefit as a reason employees to leave the organization, item (1) of the table shows that, 129(54.9%) respondents are strongly agree and 80(34.0%) are agree and 0nly 2(0.9%) are strongly disagree on the monthly salary of the individual discourages them. not only this but also the mean result of the respondents shows 4.3915. item (2) also shows that,131(55.7%) respondents are strongly agree and 72(30.6%) are agree and 0nly 6(2.6%) are strongly disagree on the salary in not attractive and employee desired to leave the organization. the mean result also shows 4.3191. item (3) in the same table, 138 (58.7%) respondents are strongly agree, 74(31.5%) are agree and 0nly 3(1.3%) are strongly disagree and the mean result of the respondents shows, 4.4255 on the course of non-competitive payment contribute for the employee turnover.

On the same table item (4) the respondents to the benefits has contribution for retain employees shows that, 117 (49.8%) are strongly agree, 73(31.1%) are agree, 0nly 8(3.4%) are strongly disagree and the mean of the responses shows, 4.1872. on item(5), lack of housing and health facility in the army have contribution to employee turnover intention shows that, 89(37.9%) are strongly agree and 84(35.7%) are agree, 0nly 14(6%) are strongly disagree and the mean result of the response is 3.8766. on item(6), regarding to availability daycare service on work area has contributes employee not to leaving shows that,101(43.0%) are strongly agree, 82(34.9%) are agree, 0nly 12(5.1%) are strongly disagree and the mean result of the response is 4.0468.

We can see from the table that collectively as Pay and benefit factor (mean 4.2078 and Std.Deviation .54647) are more contributor to the turnover intention. Not only this but also the dissatisfaction with Payment and benefit could have influence in the performance of the organization and bring costs for the HR functions, train and development.

in table 4.2 above results indicates that the majority of the employees cause to think leaving the organization is not satisfied with salary payment and organizational benefits. Not only from the result but also on the interviewed leaders reflect their idea the employees of the organization are not satisfied with monthly salary payment and the organizational benefits are not satisfactory. We can say that it is a poorly designed salary payment and benefits which can make employees to think of leaving the organization unless it is adjusted.

With this result similarly Mwanza (2018) asserted that low remuneration as critical factors that contribute to voluntary turnover in the private security firm WINDHOEK, NAMIBIA.

Based on the work of Chiu,et al. (2002),The result suggest that in Hong Kong, base salary, merit pay, year-end bonus and other benefits are important factor to retain and motivate employees. And AlBattat & Som (2013) found that low salaries could lead an employee to turnover and change job. Shukla, & Sinha (2013) also affirmed that one common cause of high employee turnover rates is low pay and benefits packages.

4.3.2 Working Environment as a Cause for Employee Turnover Intention in the Institution

Table 4.3 Working Environment as a Cause for Employee Turnover Intentions in the Institution

No	Item	Degree of Agreement	Frequency	Percentage (%)	Mean	Std. Deviation
7	The physical working environment in my office is uncomfortable it initiates me to leave the organization	SD	8	3.4	3.8426	1.10781
		D	28	11.9		
		N	33	14.0		
		A	90	38.3		
		SA	76	32.3		
8	The organization has no adequate facilities such as proper lighting, furniture, restrooms and other health and safety	SD	1	.4	4.1702	.78226
		D	10	4.3		
		N	19	8.1		
		A	123	52.3		
		SA	82	34.9		
9	The organization not provided all safety materials and tools needed for work place	SD	14	6.0	3.4340	1.12798
		D	37	15.7		
		N	58	24.7		
		A	85	36.2		
		SA	41	17.4		
		Total	235	100.0		
			Cumulative		3.8156	.74538

Source: Owen Survey (2019)

As showed in table 4.3 above from the total respondents regarding to the working condition factors contributing employee turnover item (7) shows that, 76 (32.3%) are strongly agree, 90(38.3%) are agree on the physical uncomfortable office is a reason for employee turnover

and 0nly 8(3.4%) are strongly disagree. item (8) 82(34.9%) are strongly agree, 123(52.3%) are agree and only 1(0.4%) is strongly disagree on the facilities as cause for the employee to leave the organization.

On the same table item (9) shows that, 41(17.4%) are strongly agree, 85(36.2%) are agree and only 14(6%) are strongly disagree on the organization not provide safety materials and tools for the employee in the work place. Not only this but also the mean result of the respondents shows that, 3.8426, 4.1702 and 3.4340 respectively. The result indicates that the working environment in the work place is uncomfortable for the employee that leads to turnover intention.

With connection to the results the environmental working condition shows cumulatively as (mean 3.8156 and Std.Deviation .74538) for the causes of employee to leave the organization.

The result shows that, even though some percent of the respondents expressed their neutrality and dis agreement; the major responses indicated that employees are unsatisfied by the overall work environment of the organization is among the causes that lead employees to quit the organization.

Based on the work of AlBattat, & Som (2013) identical results were found about bad working environment, between the employees will help them consider the idea of leaving their work to cause an actual turnover. And Shukla, & Sinha (2013) as evident from the results the prime factors for employee turnover is work environment.

4.3.3 Work Relationship with Co-workers and Management as a Reason to Employee Turnover Intention in the Organization

Table 4.4. Work Relationship with Co-workers and management as a Reason to Employee Turnover Intention in the Organization

No	Item	Degree of Agreement	Frequency	Percentage (%)	Mean	Std. Deviation
10	The Relationships with my contacts outside the organization could lead me to leave the current organization	SD	23	9.8	3.5404	1.27495
		D	32	13.6		
		N	35	14.9		
		A	85	36.2		
		SA	60	25.5		
11	Working Relationships with my co-workers helps me to leave the organization	SD	2	.9	4.2128	.85575
		D	13	5.5		
		N	15	6.4		
		A	108	46.0		
		SA	97	41.3		
12	My leader does not treats me fairly and respectfully	SD	11	4.7	4.0638	1.07027
		D	17	7.2		
		N	10	4.3		
		A	105	44.7		
		SA	92	39.1		
13	My leader is not supportive this initiates me to leave the organization	SD	1	.4	4.5234	.72977
		D	8	3.4		
		N	3	1.3		
		A	78	33.2		
		SA	145	61.7		
14	Open and clear communication helps an employee feel like he/she can trust his/her leader	SD	1	.4	4.5702	.69673
		D	6	2.6		
		N	4	1.7		
		A	71	30.2		
		SA	153	65.1		
		Total	235	100.0		
			Cumulative		4.1821	.50317

Source: Owen Survey (2019)

In table 4.4, above regarding the work relationship with co-workers and management as a reason for employee turnover intention; from the total respondents item (10) shows that, 60(25.5%) are strongly agree, 85(36.2%) are agree, 35(14.9%) are neutral, 32(13.6%) are disagree, 23(9.8%) are strongly disagree and the mean result of the respondents shows

3.5404. This indicates that, peer worker on outside the organization has influence on the organization`s employee to leave.

On the same table item (11); 97(41.3%) are strongly agree, 108(46%) are agree, 15(6.4%) are neutral, 13(5.5%) are disagree and only 2(.9%) are strongly disagree. the mean result of the respondents also shows 4.2128. This shows employee has influenced by co-workers relationship on the organization to leave the organization. on same table item (12), Regarding My leader does not treats me fairly and respectfully; the respondents argue that 92(39.1%) are strongly agree, 105(44.7%) are agree, 10(4.3%) are neutral, 17(7.2%) are disagree and only 11(4.7%) are strongly disagree and the mean result is 4.0638; this indicated that the employees are not comfortable with their leaders.

On the other hand the respondents as indicated in item (13) 145(61.7%) are strongly agree, 78 (33.2%) are agree, 3(1.3%) are neutral, 8(3.4%) are disagree and only 1(.4%) is strongly disagree and the mean result of the response shows 4.5234, on My leader is not supportive this initiates me to leave the organization; this shows the leaders are not handle the employees accordingly.

Finally the respondents in item (14) shows that, 153(65.1%) are strongly agree, 71(30.2%) are agree, 4(1.7%) are neutral, 6(2.6%) are disagree and only 1(.4%) is strongly disagree with the response result of mean 4.5702; on the lack of open and clear communication is a cause of the employee turnover in the organization; this indicates that there is a lack of clarity and communication that makes the employee to leave the organization.

As shown in the table 4.4 above by summarizing as work relationship with co-workers and management or leaders of the departments are factor of (mean 4.1821 and Std.Deviation .50317) for the employees to leave the organization. This indicates that work relationship with co-workers and management on the institution not healthy; none supportive, unclear communication and it is a reason for employees to think of leaving the organization.

Similar to this result Shukla, & Sinha (2013) stated that a poor relationship with the management can be an important reason for the employees to leave their jobs.

4.3.4 Relating to Lack of Opportunities and Career Growth as Factors Contributing to Employee Turnover Intentions in the Organization

Table 4.5 Relating to Lack of opportunities and career growth as factors contributing to employee turnover intentions in the organization

No	Item	Degree of Agreement	Frequency	Percentage (%)	Mean	Std. Deviation
15	The Lack of growth and Un clear career paths lead to employee turnover in the organization	SD	0	0	4.4468	.75698
		D	8	3.4		
		N	14	6.0		
		A	78	33.2		
		SA	135	57.4		
16	A talented young leader looks alternative job because none possibility for moving up in the organization	SD	5	2.1	4.2681	.90608
		D	8	3.4		
		N	19	8.1		
		A	90	38.3		
		SA	113	48.1		
17	Development support with high perceived career opportunity reduce voluntary turnover	SD	1	.4	4.3787	.79339
		D	11	4.7		
		N	7	3.0		
		A	95	40.4		
		SA	121	51.5		
		Total	235	100.0		
			Cumulative	4.3645	.52657

Source: Owen Survey (2019)

Regarding to the lack of opportunities and career growth on table 4.5 of item (15) shows that 135(57.4%) of the respondents strongly agree on the Lack of growth and unclear career paths is the cause for employee turnover, 78(33.2%) are agree, 14(6.0%) are neutral, 8(3.4%) are disagree but, none of them are not responded strongly disagree. the mean result of the respondents Also shows 4.4468; this response indicates that lack of clear career paths and growth is a reason for employee turnover in the organization.

Item (16) on the same table shows that 113(48.1%) are strongly agree, 90(38.3%) are agree, 19(8.1%) are neutral, 8(3.4%) are disagree and only 5(2.1%) are strongly disagree and mean result of the respondents is 4.2681 on the professional young employee are searching

alternative jobs because of the lack of promotion accordingly. The majority of the responses show that the higher leaders are not replaced by the followers in clear path.

Finally, item (17) regarding organizational growth and career opportunity reduce voluntary turnover the result shows 121(51.5%) are strongly agree, 95(40.4%) are agree, 7(3.0%) are neutral, 11(4.7%) are disagree and only 1(.4%) is strongly disagree. the mean result of the respondents shows 4.3787 on the issue. This shows most of the respondents are argue that growth and career path opportunity reduce voluntary turnover.

Table 4.5 indicates that cumulatively Lack of opportunities and career growth factor of (mean 4.3645 and Std.Deviation .52657) as the contributor to employee turnover intention.

The responses show that in the institution there is lack of opportunities and career growth, promotion with accordance of the efficiency and performance of the employee and unclear career paths. As a result this leads the employee for thinking to leave the organization.

Related to this result Weng, & McElroy (2012) asserted on their empirical evidence that Career growth was negatively related to turnover intentions and the Results are discussed in terms of using career growth to manage turnover. And Kanwal (2017) stated that the real reasons behind turnover, search for some new job with better opportunities as compare to present job will increase the intentions to leave the current job.

4.3.5. Relating to Work-Family Life balance Concerns as a Factors to Employee Turnover Intentions in the Organization

Table 4.6 Relating to Work-Family Life balance Concerns as a Factors to Employee Turnover Intentions in the Organization

No	Item	Degree of Agreement	Frequency	Percentage (%)	Mean	Std. Deviation
18	Family obligations contribute to employee turnover	SD	12	5.1	3.5830	1.13064
		D	39	16.6		
		N	30	12.8		
		A	108	46.0		
		SA	46	19.6		
19	I feel stress when I spent weekends in duty	SD	21	8.9	3.4128	1.28596
		D	46	19.6		
		N	39	16.6		
		A	73	31.1		
		SA	56	23.8		
20	When I spent the day of holyday at work my family are not happy	SD	6	2.6	4.0681	.99767
		D	17	7.2		
		N	22	9.4		
		A	100	42.6		
		SA	90	38.3		
21	Work-life balance concern is not main priority of the organization	SD	5	2.1	4.0979	1.01852
		D	21	8.9		
		N	18	7.7		
		A	93	39.6		
		SA	98	41.7		
22	Since Resettlement program is not well established in the organization, I concerned for my family	SD	2	.9	4.2426	.87015
		D	13	5.5		
		N	16	6.8		
		A	99	42.1		
		SA	105	44.7		
23	Promoting good work/life balance in the organization reduces employee turnover	SD	4	1.7	4.0681	.92660
		D	15	6.4		
		N	24	10.2		
		A	110	46.8		
		SA	82	34.9		
		Total	235	100.0		
		Cumulative			3.9121	.61697

Source: Owen Survey (2019)

With connection to the work-family life balance concerns as a factors contributing employee turnover intention on table 4.6 item (18) indicates that; the respondents from the total responses 46(19.6%) are strongly agree on the family obligations are reasons to employee

turnover, 108(46.0%) are agree, 30(12.8%) are neutral, 39(16.6%) are disagree, 12(5.1%) are strongly disagree and the mean result of the respondents shows 3.5830 on the issue. The majority result shows that family responsibilities are reasons to employee turnover in the institution.

On the same table item (19) shows that, 56(23.8%) respondents are strongly agree on employees spending weekends on duty feels stress and they think to leave the organization, 73(31.1%) are agree, 21(8.9%) are strongly disagree and the mean result shows 3.4128. in item (20) 90(38.3%) respondents are strongly agree on spending during holyday time on work makes family conflict that makes the employee to leave, 100(42.6%) are agree, only 6(2.6%) are strongly disagree and the mean result of the response shows 4.0681. this The majority responses shows that when the employee of the organization spending weekend's time on work and on holyday time in duty feels stress and makes them to think for leaving because of separating from the family respectively.

Respondents on item (21) shows 98(41.7%) are strongly agree on Work-life balance concern is not main priority of the organization, 93(39.6%) are agree, 5(2.1%) are strongly disagree and mean result of the response shows 4.0979 on the issue. The indication is the majority of the respondent responses show that the organization has not worked accordingly on the employees work life balance.

On the same table item (22) the respondents 105(44.7%) are strongly agree, 99(42.1%) are agree and 2(0.9%) are strongly disagree regarding resettlement of the employees when they separated the organization is not well established and makes the employees to think for leave and the mean result is 4.2426. This confirms by the majority of the respondents. On item (23) Respondents of 82(34.9%) are strongly agree 110(46.8%) are agree, 4(1.7%) are strongly disagree on Promoting good work-life balance in the organization reduces employee turnover. and mean result is 4.0681. this result shows that, by establishing mechanism for work life balance of the employees the organization could minimize turnover.

Not only this but also the (mean 3.9121and Std.Deviation .61697) in table 4.6 shows that the employees have influence of families obligation and this shows the organization does have clear management system procedure on the issues. Therefore this work-family life balance concern factor is a cause to mediate employees for leaving the organization.

The work of Mwanza(2018) stated that deployment away from their families as critical factors that contribute to voluntary turnover in the private security firm WINDHOEK and Jaiswal, et al.(2015) asserted family-related factors are predictor for employees turnover intention.

4.3.6 Work Attitudes Factors Contributing to Employee Turnover Intention

Table 4.7 Work Attitudes Factors Contributing to Employee Turnover Intention

No	Item	Degree of Agreement	Frequency	Percentage (%)	Mean	Std. Deviation
24	The work itself has influence for the employee to leave the organization	SD	17	7.2	3.3787	1.20415
		D	49	20.9		
		N	39	16.6		
		A	88	37.4		
		SA	42	17.9		
25	Feeling for behalf of the organization has influence for the employee to stay	SD	2	.9	4.1702	.89441
		D	16	6.8		
		N	17	7.2		
		A	105	44.7		
		SA	95	40.4		
26	The pride of being a member of organization has a contribution an employee to stay	SD	6	2.6	3.9787	1.08386
		D	27	11.5		
		N	23	9.8		
		A	89	37.9		
		SA	90	38.3		
27	Routine and repetitive activities have influence in the employee job	SD	6	2.6	3.8255	1.06186
		D	31	13.2		
		N	27	11.5		
		A	105	44.7		
		SA	66	28.1		
28	If an employee is not empower for his/her activities he may not stay in the organization	SD	4	1.7	4.0638	.97411
		D	23	9.8		
		N	11	4.7		
		A	113	48.1		
		SA	84	35.7		
29	The lack of employee Affiliation for his/her responsibility leads to turnover	SD	4	1.7	3.8170	1.04008
		D	36	15.3		
		N	20	8.5		
		A	114	48.5		
		SA	61	26.0		
30	The way to retain employees is to stay in touch with what they're thinking	SD	3	1.3	4.3149	.82353
		D	9	3.8		
		N	9	3.8		
		A	104	44.3		
		SA	110	46.8		
		Total	235	100.0		
			Cumulative		3.9356	.56237

Source: Owen Survey (2019)

Referring table 4.7 on above item (24) of the respondent`s result illustrated that, 42(17.9%) employees are strongly agree, 88(37.4%) are agree, 39(16.6%) are neutral, 49(20.9%) are disagree and 17(7.2%) are strongly disagree for the work itself has influence for the employee to leave the organization. Regarding the mean result of respondents is also 3.3787. This shows more than half of the respondents are agree and strongly agree on the issue. This indicates that there is mismatch between the work and employees that leads to turnover.

On the same table item (25), about feeling for behalf of the organization has influence for the employee to stay; out of the total respondents who answered the question shows that, 95(40.4%) of the respondents are strongly agree, 105(44.7%) are agree, 17(7.2%) are neutral, 16(6.8%) are disagree and only 2(.9%) are strongly disagree. Also the mean result of respondents is 4.1702. This majority response shows that the individual employee feeling for behalf of the organization has influence to stay in the organization.

On the same table item (26) as showed above regarding the pride of being a member of organization has a contribution an employee to stay 90(38.3%) of the respondents are strongly agree, 89(37.9%) are agree, 23(9.8%) are neutral, 27(11.5%) are disagree, 6(2.6%) are strongly disagree and The mean result shows 3.9787. This majority response shows that the employees' feeling belongingness to the organization has influence to stay in the organization.

As revealed in table item (27), regarding to routine and repetitive activities have influence in the employee job; 66(28.1%) of employees are strongly agree, 105(44.7%) are agree, 27(11.5%) are neutral, 31(13.2%) are disagree and 6(2.6%) are strongly disagree and the mean result of the   response shows 3.8255. This indicated that the majority response routine and repetitive activities in the work activities makes boring and contribute to think change another job.

In the same table 4.7 item (28) relating to the non-empowering employee needs to leave the organization 84(35.7%) of the respondents are strongly agree, 113(48.1%) are agree, 11(4.7%) are neutral, 23(9.8%) are disagree and 4(1.7%) are strongly disagree and the mean result is 4.0638. This shows majority of the response none empowering employee could leave the organization.

 As indicated in item (29) on the lack of employee Affiliation for his/her responsibility leads to turnover; 61(26.0%) of the respondents are strongly agree, 114(48.5%) are agree, 20(8.5%)

are neutral, 36(15.3%) are disagree and 4(1.7%) are strongly disagree and the mean result of respondents is also 3.8170. This indicated that majority of the result argue lack of employee attachment to his/her responsibility leads the worker for leaving the institution.

Finally in the same table item (30), the way to retain employees is to stay in touch with what they're thinking shows that, 110(46.8%) of the respondents are strongly agree, 104(44.3%) are agree, 9(3.8%) are neutral and disagree and only 3(1.3%) are strongly disagree and the mean result of respondents is also 4.3149. this result shows majority is agree and strongly agree and indicated that in there is not appropriate retention strategy on the organization.

Regarding work attitudes factor on table 4.7 shows collectively that of (mean 3.9356 and Std.Deviation .56237) a reason for employee turnover in the institution.

From the result we can say that work attitudes factors as lack of organizational commitment and job dissatisfaction has contribution to leave the employees from the institution. From the result one can conclude that there is not appropriate retention strategy on the organization.

The work of Jaiswal, et al. (2015), in the antecedents of turnover intentions of officers in the Indian military indicated that attitudinal factors: organizational commitment and job satisfaction has impact in employee turnover intention. And sumer & ven (2008) stated that Work Attitudes: Job Satisfaction and organizational commitments has influence for employee turnover.

The trend of retention experiences and current turnover intention of the employees in the organization in the table above indicated that; since there is turnover intention in the majority of employee; we can say that there is no appropriate retention strategy and high intention to leave their job.

with connection to this to the interviewed leaders of the departments positioned in deferent level in terms of employee turnover intention, actual turnover and retention stated that the reasons are various among them the employee not satisfied by the payment of salary due to this employee compare it with outside the organization and need to leave by different means like service accomplishment period. Uncomfortable working environments, in somewhat toxic management or communication problem and retaining mechanism is not properly established.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with the summary of findings, conclusions and recommendations. The findings and the conclusions are based on the research objectives of the study. Recommendations are made to the MOND managements and Limitation of the Study.

5.1. Summary

The objective of this study was conducted to study factors contributing to employee turnover intention in selected departments of the MOND located in Addis Ababa. The study employed sample of 243 questioners and distributed for the employee of the departments based on their professional ranks. Out of the total respondents 235 were retuned. Using this analysis is carried out.

The major findings of the study are:

➤ The most significant factors for employee turnover intention work relationship with co-workers and management on the institution not well established; not supportive, the unclear communication, the relationship with co-workers not tied and it is a reason for employees to think of leaving the organization.

➤ The other finding show that in the institution there is lack of opportunities and career growth, promotion with accordance of the efficiency and performance of the employee and unclear career paths. As a result this leads the employee for thinking to leave the organization.

➤ Based on the Results indicate that the majority of the employees the cause to think leaving the organization is not satisfied with salary payment and organizational benefits packages are not adequate.

➤ The other major finding is that employees are unsatisfied by the overall work environment of the organization; like the non-conducive work environment, lack of work safety, lack of the availability of work facilities and working tools are among the causes that lead employees to quit the organization..

➤ Work-family life balance concern factor is another cause to mediate employees for leaving the organization. This shows that the employees have influence of families'

obligation, lack of Resettlement program and stress. This shows the organization does have clear management system procedure on the issues.

➢ The other finding is result that work attitudes factors as lack of organizational commitment and job dissatisfaction has contribution to leave the employees from the institution. From the result one can conclude that there is not appropriate retention strategy on the organization.

5.2. Conclusions

Employee Turnover intention can be caused by different of if there is no appropriate retention strategy. According to the rate of turnover the organization under the study recorded high employee turnover in the last four years and Based on the research objectives the study identified findings there is high turnover intention in the organization.

The conclusion of the study reveals that, dissatisfaction on salary payment and non-adequate benefit, non-conducive work environment, lack of good work relationships, lack of opportunity and career growth, lack of organizational commitment and job disaffection and work-life balance concerns are the main contributor of current employees turnover intention in the selected department of the MOND.

From the analysis of six variables or tables made one can conclude that the major three reasons of the employee`s turnover intention that are found in the organization are: lack of good work relationships with management and co-workers, lack of opportunity and unclear career growth and dissatisfaction on salary payment and non-adequate benefit.

5.3. Recommendations

Based on the findings and conclusion, the next recommendation are prepared to be done the accountable management of the organization to retain the current employees and minimize the factors that contribute to employee`s turnover intention confronted to the organization.

- The organization is better to Create a harmonious relationship with the employees and the management, Creating Open and clear communication in order to have employee trust on their leaders, handling properly employees, managing wisely or whatever using the military hierarchal command and control system when providing orders avoid toxic words makes employee happy, give work assignments, approach subordinate employee and create team sprit among co-workers.

- Lack of opportunities, unclear career paths or promotions and growth lead to employee turnover. Because employee they don't have future dream or not visionary they quit their job. So management is better to establish and follow structured career path systems. Organization is better to ensure employees have the opportunity for going training and development and share historical patriotic benchmarks. And is better to do the opportunities and career growth, promotion with accordance of the efficiency and performance of the employee.

- In order to retain employee the amount of salary paid by the institution is better to improve or revised; this has also impact to attract new applicants to the organization. The benefits like housing, health facility and Daycare establishment on the work area has contribution to stabilize the employee. Based on the study the employee`s salary payment is better to fulfil the basic needs with the current market. And is better to adjust salary payment and benefits package system of the institution.

- The uncomfortable working environments is better to improve, create conducive, flexible, fun working environment and availability of working material resources, facilities, tools as much as possible and safety of workers is better to consider.

- Work-family life balance concern factor is another cause to mediate employees for leaving the organization. Family happiness reduces turnover. The organization is better to balance the working-family issues like establishing Resettlement program for the employee after they separated by different means from the institution, preparing ceremonies during holiday time on duties, facilitating free communication system with their family during holidays and creating stress management systems with in units.

- The employees to feeling for behalf of and belongingness of to the organization, retention strategy of the organization is better to revise, making the individual for generate innovative ideas and having commitment to the Job develops positive energy and stay with the organization. Management of the institution is better to rotate

employee instead of steady on routine and repetitive activities to reduce employee turnover. Empowering employees also has impact on the reduction of turnover.

➢ Generally as suggestions for the organization and others reducing employee turnover makes the organization more performers, minimize cost, helping moral of the stayers within the organization, attracting new applicants for recruitment or join to the army. This may do incorporating situational or path (exit) specific turnover reduction strategy with in the goal and objectives of the institution and follow up the strategy is better for reducing employee turnover.

5.4. Limitation of the Study

➢ One of the limitations of this study was Budget constraints for transportation purpose this is because organization is engaged in many parts of the country and is more than the selected population but the population and the sample is restricted to departments that located in Addis Ababa only.

➢ It is limited also in terms material resources availability which carried out regarding the military.

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Appendix A: Questionnaire Used in the Study

<div align="center">

St. MARY'S UNIVERSITY

SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MBA

</div>

Dear Respondent:

The purpose of this questionnaire is to collect primary data from employees for conducting a study on the factors contributing employee turnover intention in the MOND selected departments for partial fulfilment to the completion of Masters Degree in general MBA. Please read all questions carefully, your real information and timely responses have really worth for me. The study will be undertaken for an academic purpose only and I assured that all responses keep confidential.

Sincerely,

<div align="right">

GUESH G/MICHAEL W/GEBREAL

</div>

General Directions

- ➢ No need to write your name.
- ➢ Please put the mark tick (√) for your choice.
- ➢ For any ambiguity of the questions Please contact me in cell phone number 0911469101 or by Email address: gueshey12@gmail.com

Part I -General Information of Respondents (Demographic Information)

1-**Sex:** Male ☐   Female ☐

2-**Age:**   20 – 30 ☐   31 – 40 ☐   41 – 50 ☐   Above 50 ☐

3-**Rank:** NCO ☐   Line Officer ☐   Higher officer ☐   Civilian ☐

4-What is your educational level?   Below grade 10 ☐   Certificate level ☐

Diploma level ☐   First Degree ☐   Masters degree ☐   Doctoral degree ☐

5-Year of service in Ministry of national defences: Less than 2 year ☐   2 to 5 year ☐

6 to 10 year ☐   11 to 15 year ☐   16 to 20 year ☐   more than 20 year ☐

6- Monthly Salary: less than 2000 birr ☐   2000-4000 ☐   4001-6000 ☐

Above 6000 ☐

Part II. Questions Related to Factors Contributing Employee Turnover Intention

Based on The scale provided answer the following items in the according to your preference.

Note: Strongly agree= 5, Agree=4, Neutral=3, Disagree=2, strongly Disagree=1

A	Pay and benefits factors for contributing employee turnover	5	4	3	2	1
1	The monthly salary payment of the organization for that I work on is not encourage me to stay within the organization					
2	The salary of employees' in the organization does not in such attract for new recruits applicants and after join the organization they are thinking to leave					
3	Non-competitive pay contribute for the employee turnover in the organization					
4	Getting organizational Benefits has contribution for retain employees					
5	Lack of housing and health facility in army have contribution to turnover intention					
6	Daycare establishment on the work area contributes employee to stay in the organization					
B	Working environment in the workplace factor					
7	The physical working environment in my office is uncomfortable it initiates me to leave the organization					
8	The organization has no adequate facilities such as proper lighting, furniture, restrooms and other health and safety					
9	The organization not provided all safety materials and tools needed for work place					
C	Work Relationship with Co-workers and management factor					
10	The Relationships with my contacts outside the organization could lead me to leave the current organization					
11	Working Relationships with my co-workers helps me to leave the organization					
12	My leader does not treats me fairly and respectfully					
13	My leader is not supportive this initiates me to leave the organization					
14	Open and clear communication helps an employee feel like he can trust his supervisor					
D	Lack of opportunities and career growth factor					
15	The Lack of growth and Un clear career paths lead to employee turnover in the organization					
16	A talented young leader looks alternative job because none possibility for moving up in the organization					
17	Development support with high perceived career opportunity reduce voluntary turnover					
E	Work-Family life balance Concerns factor					

18	Family obligations contribute to employee turnover					
19	I feel stress when I spent weekends on duty					
20	When I spent the day of holyday at work my family are not happy					
21	Work-life balance concern is not main priority of the organization					
22	Since Resettlement program is not well established in the organization, I concerned for my family					
23	Promoting good work/life balance in the organization reduces employee turnover					
F	**Work Attitudes factors: Job Satisfaction and organizational commitments**					
24	The work itself has influence for the employee to leave the organization					
25	Feeling for behalf of the organization has influence for the employee to stay					
26	The pride of being a member of organization has a contribution an employee to stay					
27	Routine and repetitive activities have influence in the employee job					
28	If an employee is not empower for his/her activities he may not stay in the organization					
29	The lack of employee Affiliation for his/her responsibility leads to turnover					
30	The way to retain employees is to stay in touch with what they're thinking					

ቅድስት ማሪያም ዩኒቨርሲቲ
የድህረ ምረቃ ትምህርት ቤት

የተከበራችሁ የዚህ መጠይቅ መልስ ሰጪዎች፦-

የዚህ መጠይቅ አላማ በመከላከያ ሚኒስተር የተመረጡ ክፍሎች ሰራተኛ ከተቋሙ ስራ ለመልቀቅ እንዲያስብ ምክንያት የሆኑ ነገሮች ለመለየት ያለም የጥናት መሳሪያ ሆኖ በድህረ ምረቃ ጠቅላላ ቢዝነስ አስተዳደር (General MBA) ማማያ ጥናት ነው።

እርስዎ የሚሰጡትን መረጃ ለጥናቱ ውጤታማነት በጣም አስፈላጊ መሆኑን በመገንዘብ መጠይቁን በጥንቃቄ እንዲሞሉልኝ እየጠየቅኩ የእርስዎ ተሳትፎ በፈቃደኝነት ላይ የተመሰረተ መሆኑ እና በመጠይቁ የሚሰጡኝን መረጃ ሚስጥራዊነቱ የተጠበቀ መሆኑ እና አላማውም ለትምህርታዊ ብቻ የሚውል መሆኑን እያረጋገጥኩ ለተሳትፎዎ አመሰግናለሁ።

ጉዕሽ ገ/ሚካኤል ወ/ገብርኤል

አጠቃላይ አቅጣጫ

➢ ስምዎ ሆነ ሌላ ከተቀመጡት ነጥቦች መፃፍ አያስፈልግም

➢ በጥያቄዎች ትይዩ በቀረቡት ሳጥኖች የ"√" ምልክት በማድረግ እንዲገልዑ

➢ በመጠይቁ ላይ ግልዕ ያልሆነ ነገር ካልዎት በስልክ ቁጥር 0911469101 ወይም በኢ-ሜል አድራሻ gueshey12@gmail.com ይጠቀሙ

ክፍል አንድ፦ አጠቃላይ መረጃ

1-ፆታ፦ ወንድ ☐ ሴት ☐

2-ዕድሜ፦ ከ20 – 30 ☐ ከ31 – 40 ☐ ከ41 – 50 ☐ ከ50 በላይ ☐

3-ማዕረግ፦ ባማ ☐ መስመራዊ መኮንን ☐ ከፍተኛ መኮንን ☐ ሲቪል ☐

4- የትምህርት ደረጃ፦ ከ10ኛ ክፍል በታች ☐ ሰርትፊኬት ☐ ዲፕሎማ ☐

የመጀመርያ ዲግሪ ☐ ማስተርስ ዲግሪ ☐ ዶክትሬት ዲግሪ ☐

5-በተቋሙ ያገለገሉበት ግዜ፦ ከ2 አመት በታች ☐ ከ2- 5 አመት ☐ ከ6 - 10 አመት ☐
ከ11- 15 አመት ☐ ከ16 - 20 አመት ☐ ከ20 አመት በላይ ☐

6-የወር ደመወዝ፦ ከ2000 ብር በታች ☐ ከ2000-4000 ☐ ከ4001-6000 ☐

ከ6000 በላይ ☐

ክፍል ሁለት፦ መጠይቆች ስለ ስራን የመልቀቅ አስተሳሰብ አስተዋፅኦ የሚያደርጉ ነገሮች

በተቀመጡት ከ1-5 ስኬል መሰረት ለሚከተሉት ጥያቄዎች የሚስማሙበትን እንዲመረጡ፡፡

ማስታወሻ፦ በጣም እስማማለሁ=5፣ እስማማለሁ=4፣ ለመወሰን እቸገራለሁ=3፣

አልስማማም=2፣ በጣም አልስማማም=1

ሀ	የደመወዝ ክፍያ እና ጥቅማጥቅሞች ምክንያት	5	4	3	2	1
1	የሚከፈለኝ ወርሃዊ ደመወዝ ከምሰራው ስራ ጋር የሚመጣጠን ስላልሆነ ስራው ለመልቀቅ እንደ መንስኤ ይሆናል					
2	የተቋሙ ያለው የሰራተኛ የደመወዝ ክፍያ አዲስ በቅጥር ለሚገቡ ሰራተኞች አበረታች/ሳቢ አይደለም እንዲሁም ተቋሙ ከተቀላለሉ በሃላም ለመልቀቅ ያስባሉ					
3	ተወዳዳሪ ያልሆነ የደመወዝ ክፍያ የተቋሙ ሰራተኞች ከስራቸው እንዲለቁ አስተዋፅኦ አለው					
4	በተቋሙ ጥቅማጥቅሞች ማግኘት ሰራተኞች ከስራቸው እንዳይለቁ/ በስራቸው ላይ እንዲቆዩ ያደርጋል					
5	የመኖሪያ ቤት እና የህክምና አገልግሎት ችግር የተቋሙ ሰራተኛ ከስራው ለመልቀቅ አስተሳሰብ አስተዋፅኦ አለው					
6	የህፃናት ማቆያ አገልግሎት በስራ አካባቢ መኖር ሰራተኛው ከተቋሙ ስራ ላለመልቀቅ አስተዋፅኦ አለው					
ለ	የስራ አከባቢ ሁኔታ ምክንያት					
7	የስራ መስሪያ አካባቢ ያልተመቻቸ ስለሆነ ከተቋሙ ስራዬን ለመልቀቅ ያነሳሳኛል					
8	ተቋሙ በስራ ቦታ የቢሮ ፋሲሊቲዎች እና የጤና አገልግሎት በበቂ ሁኔታ አያቀርብለኝም					
9	ተቋሙ የስራ አካባቢ ቅድመ ጥንቃቄ መጠበቂያ እና መስርያ ቁሳቁስ አያቀርብለኝም					
ሐ	የሰራተኛ እና አመራር የስራ ግንኙነት ምክንያት					
10	ከተቋሙ ውጭ የምታገኛቸው ጓደኞች እና ያለህ ግንኙነት ከምትሰራበት ስራ ለመልቀቅ ሊያግዙ/አስተዋፅኦ ሊኖራቸው ይችላል					
11	ከስራ ባልደረቦቼ ጋር ያለኝ የስራ ግንኙነት በተቋሙ እንድለቅ ይረዳል					
12	አለቃየ በመከባበር እና በእኩልነት አይመራኝም					
13	አለቃየ በስራ አጋዥ/ደጋፊ ስላልሆነ ከስራው እንድለቅ ምክንያት ይሆናል					
14	ግልፅ የሆነ የስራ ግንኙነት ሰራተኛው በሃላፊው ላይ እምነት እንዲያሳድር/እንዲኖረው ያግዛል					
መ	የተለያየ እድል አለመኖር እና የእድገት መሰላል ምክንያት					
15	በተቋሙ ላይ ግልፅ የሆነ የእድገት መሰላል እና እድገት አለመኖር ሰራተኛው ከስራው ለመልቀቅ በር ይከፍታል					
16	እውቀት ፣ ክህሎት እና ተሰጥኦ ያላቸው ወጣት አመራሮች በተቋሙ እድገት ስለማያገኙ ሌላ አማራጭ ስራ ይፈልጋሉ					
17	ለሰራተኛው እድገትና እገዛ በማድረግ ተቋሙ የሚፈልገው የሰው ሃይል ፍልሰት ሊቀንስ ይችላል					
ሠ	የስራ እና የቤተሰብ ማህበራዊ ህይወት ምክንያት					
18	የቤተሰብ ግዴታዎች ለሰራተኛው ከስራ መልቀቅ አስተዋፅኦ አላቸው					
19	ቅዳሜና እሁድን በስራ ሳሳልፈው ድብርት እና ጭንቀት ይሰማኛል					
20	በአመት በአል ግዜ ከቤተሰቦቼ ጋር ሳልገኝ/ሳላሳልፍ ቤተሰቦቼ ደስተኛ					

	አይሆኑም					
21	ተቋሙ ያገባኛል በሚል ለሰራተኛው ቤተሰብ ማህበራዊ ህይወት ቅድሚያ ሰጥቶ አይሰራበትም					
22	በተቋሙ የመልስ ማቋቋሚያ መርሃግብር በተሟላ መልኩ ባለ መኖሩ የቤተሰቤ ጉዳይ ያሳስበኛል					
23	የቤተሰቦችህ የማህበራዊ ህይወት በምትመራበት መንገድ ተቋሙ በመከታተል/በማበረታታት ስራተኛው ከስራው እንዳይለቅ ሊያደርግ ይችላል					
፮	ለሰራው ያለህ ዝንባሌ ምክንያቶች ፦የ ስራ እርካታ እና ተቋማዊ ቁርጠኝነት					
24	ስራውን በራሱ በሰራተኛው ተፅእኖ ስለሳው ተቋሙን እንዲለቅ ያደርጋል					
25	ተቋሙ እንደ ራስህ ሆኖ የሚሰማህ ከሆነ ከስራህ ላለመልቀቅ/ለመቆየት ተፅእኖ አለው					
26	የተቋሙ አባል በመሆንህ ብቻ ኩራት/ክብር ተሰምቶህ ከምትሰራበት ስራህ ላለመልቀቅ/ለመቆየት አስተዋፅኦ አለው					
27	ተደጋጋሚ እና ቋሚ የሆኑ ስራዎች በሰራተኛው ስራላይ ተፅኖ አለው					
28	ሰራተኛው ለሰራው ስልጣን እና ሃላፊነት በመስጠት/በማጋራት የኔነት ስሜት እንዲሰማው ካላደረግክ ከስራው ሊለቅ ይችላል					
29	ሰራተኛው ከሃላፊነቱ ጋር ቁርኝት ከሌለው ከስራው ይለቃል					
30	ሰራተኛውን በስራው ላይ ለማቆየት ሰራተኛው ራሱ ምን እንደሚያስብ መረዳት አንዱ መንገድ ነው					

Appendix B: Interview Used for Management

Part III-Interview questions to the management

I thank you for your cooperation to the interview

Date of interview takes place _____

Name of the department _____

Rank of the interviewee _____

Interview questions:

1. What are the problems you face in your department regarding employee turnover intention?

2. What are the causes of employee turnover in the organization?

3. What is the practice of retention strategy and mechanisms used to stay employees in the organization?

4. How could retain employees in the organization?

ክፍል ሶስት፦ ለአመራሮች ቃለ-መጠይቅ

ለቃለ-መጠይቁ ፈቃደኛ ስለሆኑ ቅድሚያ አመሰግናለሁ

ቃለ-መጠይቁ የተደረገበት ቀን _____

የክፍሉ ስም _____

የተጠያቄው ማዕርግ _____

ቃለ-መጠይቆች:

1. በተቋማችሁ ሰራተኛ የመልቀቅ አስተሳሰብ ችግሩ ምን እንደሆነ ሊገልፁልኝ ይችላሉ ?

2. ሰራተኛው እንዲለቅ የሚያደርጉ ምክንያቶች ምን እንደሆኑ ቢጠቅሱልኝ ?

3.በክፍላችሁ ሰራተኛው የማቆየት/ክስራው እንዲለቅ የሚደረገው ስራ ካለ ቢያብራሩልኝ?

4. ሰራተኛው የማቆየት/ክስራው እንዳይለቅ ምን ቢደረግ ይላሉ?

DECLARATION

I, Guesh Gebremichael hereby declare this study; factors Contributing to Employee Turnover Intention in the ministry of national defence: in the case of selected departments. I did the study alone with the guidance of the research advisor, Mulatu Takele (PhD). The study has not been submitted for award of any Degree in the Institution or any other and sources of materials I used for this thesis are duly acknowledged. It is in partial fulfilment to the requirement of the program in General Masters of Business Administration (MBA).

GUESH GEBREMICHAEL   _____

    Name   Sign & Date

ST. MARRY`S UNIVERSITY, ADDIS ABABA   **JUNE, 2019**

ENDORSEMENT

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

<u>MULATU TAKELE (PhD)</u>   _____

Advisor   Sign & Date

ST. MARRY`S UNIVERSITY, ADDIS ABABA   **JUNE, 2019**