



ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

A THESIS ON
DETERMINANTS' OF EMPLOYEE'S INTENTION OF TURNOVER:
THE CASE OF LION INTERNATIONAL BANK S.C

BY: YITAYESH GASHU

JUNE, 2020
ADDIS ABABA, ETHIOPIA

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THE CASE OF LION INTERNATIONAL BANK S.C

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ST. MARY'S UNIVERSITY
SCHOOL OF GRADUATE STUDIES FACULTY OF BUSINESS

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DECLARATION

I the undersigned, declare that this thesis is my original work, prepared under the guidance of Dr Berahnu Endashasw (PhD) All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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June, 2020

STATEMENT OF CERTIFICATION

This is to certify that Yitayesh Gashu has carried out her research work on the topic titled as: “Determinants ‘of employee’s intention of Turnover: Case of Lion International Bank S.C”. The work is original in nature and is suitable for submission for the award of Master’s Degree in Business Administration.

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Addis Ababa, Ethiopia

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ACRONYMS

AD: Administration Division

HRM: Human Resource Management

SC: Share Company

LIB: Lion International Bank

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ABSTRACT

This research is aimed to study the Determinants' of Employee's intention of Turnover in the Case of Lion international Bank Sharing Company. This study was used descriptive and explanatory research design. To collect data for the study, questionnaire was designed and distributed through internet and printed papers to 354 employees of the bank and was analyzed using descriptive and inferential statistics by computing the data using SPSS version 26.0. The analysis indicated that the level of turnover of employees of Lion International Bank S.C. was statistically significant, high and highly influenced by pay and benefit package. Accordingly, these results show that the bank is at high risk of employees' turnover in which this results the company with huge costs such as loss of competitive advantages and other costs. It is best recommended the salary structure of employees has to be matched with the work load and responsibility given to each employee and increase guided discussions of topics related to these issues. it has to take measures to make the working environment attractive and retain employees who have the intention to leave. corrective measures should be taken and in turn create ownership feeling on the staff members of the organization.

Key Words: Turnover, PayScale , Benefit , promotion and relationship.

CHAPTER ONE

INTRODUCTION

1. Background of the Study

Turnover is the rate at which workers are replaced with new staff members in an organization. Turnover rate is calculated by dividing the number of resignations by number of staff in a given period of time usually a calendar year. Gbervbie (2008) refers to frequent labour turnover as a state of affairs in an organization whereby employees for reasons best known to them based on their perception of personnel policies and practice of an organization resign or leave their job.

At the outset, it is necessary to distinguish between two types of turnover: voluntary and involuntary. Voluntary turnover refers to termination initiated by employees. Leaving one's current employer for a higher paying job is one example. Involuntary turnover, alternatively, is initiated by the employer. Major examples include layoffs and dismissals (Heneman, 1996:).

Regarding the motives for departure of employees from the organization, according to Armstrong (2010 p.198), some indication of the reasons for leaving and therefore where action needs to be taken can be provided by exit interviews, but they are fallible. More reliance can be placed on the results of attitude or opinion surveys to identify any areas of dissatisfaction.

Authors like Armstrong (2010) and Cappelli (2000), agreed that it is essential to measure employee turnover and calculate its costs in order to forecast future losses for planning purposes and to identify the reasons that people leave the organization. Data on turnover is one of the basic metrics that can be used in human capital management and the evaluation of HRM effectiveness which is one of the reasons to this research.

In connection to costs associated with turnover, according to Abassi (2000:333), there are visible costs like: advertising, recruiting etc. And hidden costs such as: customer retention, disruption of work flow etc.

Along line of hidden costs, Jardian (2001) declares that high turnover eats time. In other words, the interview process to replace employee and train the turnover affects customer service and satisfaction.

On the other hand, Cappelli (2000), argues, instead of the company, it is the market, which ultimately determine the movement of employees, According to Cappelli (2000), it is difficult to stop employees from pull of the market i.e. from attractive opportunities and persistent recruiters who knows what the employees want.

When we come to performance, as to Meyer et al (2003), performance management aligns the goals of individual members to those of the organization with which they are associated. According to Lockheed & Stephens (2004) among other aims what performance management seeks, it encourages an open and trusting relationship of the organization with employees.

1.1 Background of the Organization

In connection to Lion International Bank S.C (LIB S.C) it is a privately owned share company, established on October 2, 2006 G.C in accordance with Proclamation 84/94 and the commercial code of Ethiopia and officially inaugurated for public services on January 6, 2007.

With over 6400 shareholders, Lion International Bank S.C has unique position in the commercial banking industry and is distinguished for its broad based participation of the public from all walks of life. Besides, Lion International Bank S.C paid up capital is over Birr 642.5 million which is relatively above average capital base. The bank is led by eleven member of Board of Directors elected by the General Assembly to decide on policy matters and oversee the overall performance of the bank. The President of the Bank, is appointed by the Board of Directors, is responsible for the day to day activities and is accountable for the financial and operational performance of the Bank.

As of June 30, 2019 report, Lion International Bank S.C(LIB) has created an employment opportunity for over 3000 people, and expands its branch network throughout the country based on availability of potential customer, market and financial soundness. Lion International Bank S.C (LIB) has opened over 250 full-fledged and satellite branches both in Addis Ababa & Regional

Towns, and provides all banking services including deposits, local transfer, various types of credit facilities, international banking and mobile and agent banking.

Currently, employing the state-of-art banking technology, the Bank provides domestic, international and special banking services to its customers. It also strives to serve all economic and service sectors via its ever-increasing branch networks throughout the country. Its Vision is “To be the leading Bank in Ethiopia by 2035”. One of the Corporate values of the organization is Employee satisfaction. In its mission it is also stated “In as much as we are committed for the shareholders’ value, we care for the ... employees’ needs....”

1.2 Statement of the Problem

A lot of employees and leaders are complaining about the turnover of employees in Lion international Bank. In every department, hearing about the intention of leaving the company and going to other newly established and better banks is daily kind of gossip. This is said to have an impact on the success of service rendering of LIB on using the skills and abilities of employee effectively in customer handling. Because of employees’ replacement by new employees, it was repeatedly seen a time gap to follow some procedures. At the time, other workers take over the former employees’ duties and become overloaded. Then it could be difficult to satisfy all customers’ need at a given time. Furthermore, pay compensation and benefit package, rearranging the working environment in connection to the smooth flow of working conditions is a big problem. This, as a consequence, has affected the leadership style and has attributed to further employee’s turnover.

It was evidenced that there are sizable costs associated with employees’ turnover. As it was mentioned previously, these include separation pay, the expense of recruiting, selection, and training and so forth. In addition to that monetary and hidden costs were associated with employee turnover. When the employees left Lion international Bank, it costed the organization, for instance, it was said productivity or service took a downturn because other workers have to add the former employee’s duties to their own workload, at least temporarily. As a result, these problems were a point of discussion among employees and leadership.

Moreover, the company had paid employees overtime to get them to take up the load left by the former employee until a replacement can be found. Most of the time the organization is obliged

to face unemployment claims and pay for the cost of recruiting and hiring a replacement. It is also undeniable that the organization spends a lot of precious time and money for advertising agencies, interviewers, examiners from outside sources like universities and from the organization itself.

The following table shows the past three years Employees Turnover over in Lion International Bank.

Table 1: Employee Turnover over the last three years in LIB

Year	No. of Total Employee	Turnover				
		No of turnover	Dismissal	Resignation	death	Retirement
2016/2017	2851	105	3	102		
2017/2018	2956	114	4	108	2	
2018/2019	3070	208	5	198	3	2

As a result of high employees' turnover, it was suggested a lot of dissatisfied customers, especially the new ones may have shift to the competitors banks, therefore, it is believed, the profitability of Lion international Bank would have decreased and consequently the company may have decreased the expected good reputation on the minds of customers regarding customer service handling and providing.

As Armstrong (2010) pointed out "there is no such a thing as a job for life and today's workers have few qualms about leaving employers for greener pastures." Especially where young employees are abundant in LIB, it is believed a lot of them may leave their work place for a better job. Due to this fact, rigorous action may require to retain the employees. Besides, it may not stop on youngsters only; it also includes the talented and experienced seniors too. Because of this it is necessary to encourage the greatest contribution from existing talent and to value them accordingly. Retention planning has to start from an understanding of how large the problem is, and that can be achieved by analysing employee's turnover.

The researcher being one of the employees of Lion International Bank S.C(LIB), has observed the severity of turnover. Even though it is said measures are taken to minimize employees' turnover by authorities, it is observed a lot of employees are leaving the company. Because of this, employees complain about extra work loaded on them. As a result, it was one of the reasons to the turnover of employees; and possibly have also affected the performance of the bank. Employee

turnover as a term is widely used in business circles. Although several studies have been conducted on other employees' cases, little has been done on the examining the employees' turnover.

As it was investigated from other researches, the researcher confirmed the benefit was not only for the bank but also for those all stakeholders who are concerned. Based on this assumption the following research question was drawn.

1.3 Research Questions

1. What are the major factors that lead to the intention of employee turnover at Lion International Bank S.C Company?
2. What is the effect of salary and benefits on the intention of employee turnover at Lion International Bank S.C?
3. What is the effect of work environment on the intention of employee turnover at Lion International Bank S.C Company?
4. What is the effect of promotion on the intention of employee turnover at Lion International Bank S.C Company?
5. What is the effect of management relationship with employees on the intention of employee turnover at Lion International Bank S.C Company?

1.4 Objective of the study

1.4.1 General Objective

The general objective of the study was to assess the Determinants 'of employee's intention of turnover and its effect on the performance of Lion International Bank S.C.

1.4.2 Specific Objectives of the Study

Specific objectives of this study are to:

- Identify the major factors that lead to employee's intention of turnover at Lion International Bank S.C Company.
- Determine the effect of salary and benefits on employee's intention of turnover at Lion International Bank S.C Company.
- Measure the effect of work environment on employee's intention of turnover at Lion International Bank S.C Company.

- Evaluate the effect of promotion on employee's intention of turnover at Lion International Bank S.C Company.

1.5 Scope of the Study

Employee's intention of turnover is broad in the sense that it comprises voluntary and involuntary turnover. This paper however addresses voluntary employee's intention of turnover only and the study focus on voluntary turnover (turnover that initiated by the employees themselves) in LIB

Methodologically, the variables of interest to this study included salary, compensation and benefit, working environment/conditions, leadership style in place. Thus, other factors that directly or indirectly contributing for employees' turnover was not addressed.

Geographically, the branches are scattered in some regions of Ethiopia unevenly; Even though a number of branches are found far away from Addis Ababa from where the researcher's work place is found, this study has stretched all regional offices of the bank including the head office and all branches of Addis Ababa through inter net (Internal share.)

Conceptually, other approaches other than what was mentioned above may not be used in view of the fact that there is time constraint.

1.6 Significance of the Study

The study attempted to assess general condition of issues related to employee's intention of turnover on LIB. It is expected to give understanding about turnover and its consequences to the organization and based on the findings it will help the organization to take motivational measures to encourage the employees' moral. In addition to this it may remind the organization's responsible personnel that turnover is a serious issue and should be given consideration to reduce it.

This study will give a way for other researchers who want to make further investigation in the area and to conduct additional detailed researches on the problem. It may also serve as a secondary data for anybody who wants to conduct research in the organization with related fields.

1.7. Research limitation

Because of constraints of time, money, and human power, other competitive banks which were opened at the same time were not included. These banks which are opened on the same time can be taken on the same status on the number of employees and the capital they have. If these competitive banks had been included, the results would have been more inclusive and richer with information.

The small number of expert respondents in this study might be interpreted as a limitation. Views from other parties, such as, policy makers and supervisors, do not fall within the scope of the present study.

1.8. Definition of Terms/Concepts

Employee turnover in this study refers to voluntary turnover (Voluntary separations) referring to the situation when an employee decides to end the relationship with the employer for personal or professional reasons. In most cases, the decision to leave will be associated with being unsatisfied with features of current job and having attractive alternative from other organization (Gomez/Mejia, Balkin & cardy, 1998)

Compensation: Compensation is a reimbursement what employers do for their employees because of a poor condition they encountered. For example, depending on the work, the conditions, and the personal sacrifice the job requires, a low-paying position that offers little reward won't be sustainable in the long-term. If you can't afford to increase pay, there are lots of other ways to improve working conditions, such as by recognizing employees through verbal praise, having an open-door policy for questions or concerns, paying consideration to their personal needs, and providing opportunities to advance in the future.

Work environment: Work environment is the work atmosphere or condition where the workers are implementing what is given to them. Work environment is also the main cause for employee turnover. Every employee would want to work in the environment that he is comfortable in. This is one such reasons why employees jump from one company to another in a just a couple of months.

PayScale , Benefit , promotion and relationship with management.

CHAPTER TWO

2. REVIEW OF RELATED LITERATURE

2.1 Introduction

In this chapter: the theoretical framework, cause of turnover, measurement of turnover, retention of employees and so on are presented. Thus, the focus of this chapter is related with literatures of turnover which are written by different authors.

2.2 Theoretical framework

Different Authors have described voluntary employee as turnover mainly influenced by ‘Perceived ease and desirability of movement’ framework (Armstrong 2010). The perceived ease of movement has over the years evolved to mean perceived job alternatives (Armstrong 2010) whilst the perceived desirability of movement is represented by job satisfaction (Graham (1980)). A dissatisfied employee undergoes in deciding when to terminate his/her employment with the organization (Price, 2001; Thwala et al., 2012). In the following discussion the turnover is related with voluntary turnover in which it is related with the personal or individual decision of an employee to resign to work for a particular organization

2.3 Overview of Employee Turnover

Different Authors have given definition of employee turnover. According to Armstrong (2010) Employee turnover (sometimes known as labour turnover or wastage or attrition) is the rate at which people leave an organization. As (Price, 2001; Thwala et al., 2012). cited in web report, turnover is defined as the "individual movement across the membership boundary of an Organization". Further, Graham (1980) also defined turnover as, “the movement of people or employees in and out of the firm on the assumption that the leaver is eventually replaced by a new employee”. A working definition of employee turnover can be defined to the movement of employees in to and out of organizations; it denotes percentage change in labor force. Or it is employees’ turnover as the rate of change in the working staff of a concern during a definite period.

According to Gberevbie, D.E. (2008), staff turnover is the net result of the exit of some employees and entrance of others to the organization.

Singh *et al* (1994: 346-348) also define staff turnover as the rate of change in the working staffs or a concern during a definite period.

Labor turnover is the movement of people into and out of the firm. It is usually convenient to measure it by recording movement out of the firm on the assumption that leaves are eventually replaced by a new employee. The term separation is used to denote an employee who leaves for any reason. Loss of man power specially qualified man power by resignation is costly to the company (Debrah, 1993:161).

Turnover can be due to a variety of factors, Employees leave for a variety of reasons, such as retirement, resignation, or termination. Generally, a company would prefer to keep high performing, talented employees while only losing employees that are underperforming (Gilley, 2009:422).

The emergence of different banks in the nation and the related areas increase in the requirement of skilled labor force leads for competition of organizations to hire and maintain the best employees. Hence staffs turnover becomes one of the major human resource problems of most organizations. Different scholars have defined staffs turnover in different ways.

The specification of what is to go into numerator of the turnover equation is just problematic as defining an absence. Turnover is the movement of members across the boundary of the organization (Price, 1977:127).

Furthermore, turnover is the measurement of how many employees leave an organization. The opposite of turnover is retention. A high turnover rate means that the organization has to replace its employees frequently, whereas a lower turnover rate means that an organization retains, or keeps, most of its employees. An acceptable rate of turnover can be a factor of the industry in which an organization exists when assessing an organization's turnover compared to other organizations, care must be taken to look at what is the average for the industry. There are many causes of high turnover, and turnover tends to be costly, as it is expensive to replace employees (Gilley, 2009:422)

The average rate of labour turnover = the number of employees leaving as a percentage of the number employed). Turnover is a net result of the exit of some employees and entrance of other to the work organization (Invancevich, 1989:873).

2.4 Types of turnover

Though there are many causes for staff turnover in an organization, all of them have not negative impact on the well functioning of an organization. Organization should differentiate between voluntary and involuntary turnovers and take actions on the one that they have control. Voluntary turnovers are those caused by the interest of the employee (e.g to take job in other organization for better salary) while involuntary turnovers are the decision of management to quite employees form work (e.g dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations, Voluntary turnovers are further distinguished between functional and dysfunctional turnover (Tayler, 1998:228)

Functional turnovers are the resignation of substandard performers and dysfunctional turnovers refers to the exit of effective performers. They also classified dysfunctional turnover, which is the most concern of management due to its negative impact on the organization's general performance, into avoidable turnover (caused by lower compensation, poor working condition, etc) and unavoidable turnovers (like family moves, serious illness, death, etc) over which the organization has little or no influence. Therefore, management should give special attention to avoidable turnover over which it has control and improves the situation and then staffs retention.

2.5 Reason for Turnover

Analysis of reasons for leaving

Risk analysis provides specific information on areas for concern. Reasons for leaving can include:

- more pay;
- better prospects (career move);
- more security;
- more opportunity to develop skills;
- unable to cope with job;
- better working conditions;
- poor relationship with manager/team leader;
- poor relationship with colleagues;
- bullying or harassment;
- personal – pregnancy, illness, moving away from area, etc.

(Armstrong, 2006:380)

Some indication of the reasons for leaving and therefore where action needs to be taken can be provided by exit interviews, but they are fallible. More reliance can be placed on the results of attitude or opinion surveys to identify any areas of dissatisfaction. The retention plan should propose actions, and would focus on each of the areas in which lack of commitment and dissatisfaction can arise. (Armstrong, 2006:380)

2.6 Measuring employee turnover

Many researchers agree that it is essential to measure employee turnover and calculate its costs in order to forecast future losses for planning purposes and to identify the reasons that people leave the organization. Data on turnover is one of the basic metrics that can be used in human capital management and the evaluation of HRM effectiveness. There are a number of different methods of measuring turnover, which are summarized in the following Table. (Armstrong 2010 p.198)

TABLE 2: Different methods of measuring employee turn over

Method	Description	Comments
Employee (labour) turnover index	The number leaving over a period as a percentage of the average number employed over the period	The most common method – easy to calculate and understand, and can be used readily for benchmarking (comparing rates of turnover with other organizations). But it can be misleading –the percentage may be inflated by the high turnover of a relatively small proportion of the workforce, especially in times of heavy recruitment
Survival rate	The proportion of employees who are engaged within a certain period who remain with the organization after so many months or years of service.	A good indication of the effectiveness of recruitment procedures as well as, typically, the high proportion of people who leave after relatively short periods of service. It can therefore highlight where action is required.
Stability index	The number of employees with one year’s service or more as a percentage of the number employed a year ago.	The purpose is similar to the survival index and it provides a simple, if rather limited, basis for measurement. Not much used.
Half-life index	The time taken for a group or cohort of starters to reduce to half its original size through turn over	A variety of survival rate analysis which facilitates turnover comparisons for successive entry years or between different groups of employees. A useful approach but survival rate analysis is more popular because it is easier to grasp.

Taken from Armstrong (2010 p,199),

2.6.1 Choice of measurement

It is difficult to avoid using the conventional employee (labour) turnover index as the easiest of all methods of measurement. It is the most familiar measure in spite of its flaws, and it is therefore a good basis for comparing the performance of the business with national statistics such as those produced by the CIPD or through benchmarking. But internally it needs to be supplemented with some measure of stability. An analysis of turnover or wastage as part of a human resource planning exercise requires detailed information on the length of service of leavers to identify problem areas and to provide a foundation for supply forecasts. The best measure of stability is the survival rate.

2.7 Empirical Evidence

2.7.1 Costing employee turnover

Turnover can be disruptive and costly. As one research conducted in 2009, the average rate of labour turnover in the United Kingdom was 15.7 per cent. The average cost to the employer of every leaver was Th,150. (Armstrong 2010 p.198), Moreover, labor turnover is a contentious difficult for organization that prefer to see the investment in human capital to be and exclusive competitive advantage to the business rather than that well trained human assets leave the organization to add value to a competitor (Lewis, 2008:7)

Estimates of the cost of employee turnover are useful as means of backing up a business case for taking action to reduce wastage. The following factors should be considered when calculating costs.

- direct cost of recruiting replacements (advertising, interviewing, testing and so on);
- direct cost of introducing replacements (induction cost);
- direct cost of training replacements in necessary skills;
- leaving costs – payroll and HR administration;
- Opportunity cost of time spent by Human Resource and line managers in recruitment, induction and training; loss of output from those leaving before they are replaced;
- loss of output because of delays in obtaining replacements;
- Loss of output while new starters are on their learning curves acquiring the necessary knowledge and skills.

Research by Phillips (1990) found that the ‘visible’, or direct, costs of recruitment accounted for only 10 per cent of total costs. By far the highest costs were associated with the inefficiencies arising

while the post was vacant (33 per cent) and the inefficiency of new workers (32 per cent). On average, 12.5 months were required for executives to be comfortable in a new position, and 13.5 months were required for a new employee to achieve maximum efficiency.

2.8 Factors affecting retention

Retention strategies should be based on an understanding of the factors that affect whether employees leave or stay. For early-career employees (30 years and under) career advancement is significant. For mid-career employees (age 31+), the ability to manage their careers and satisfaction from their work are important. Late-career employees (over 50) will be more interested in security. It is also the case that a younger workforce will change jobs and employers more often than an older workforce, and workforces with a lot of part-timers are less stable than those with predominately full-time staff. The other factors that affect retention are:

- company image;
- the effectiveness of recruitment, selection and deployment activities;
- leadership – ‘employees join companies and leave managers’;

A study by Holbeche (1998) of high flyers found that the factors that aided the retention and motivation of high performers included providing challenge and achievement opportunities (such as assignments), mentors, realistic self-assessment and feedback processes.

2.8.1 Basis of the retention strategy

A retention strategy takes into account the retention issues the organization is facing, as measured by employee turnover, and sets out ways in which these issues can be dealt with. This may mean accepting the reality, as mentioned by Cappelli (2000), that the market, not the company, will ultimately determine the movement of employees. Cappelli believes that it may be difficult to counter the pull of the market – ‘you can’t shield your people from attractive opportunities and aggressive recruiters’. He suggests that ‘The old goal of HR management – to minimize overall employee turnover – needs to be replaced by a new goal: to influence who leaves and when.’ This, as proposed by Bevan et al (1997), could be based on risk analysis to quantify the seriousness of losing key people or of key posts becoming vacant.

2.8.2 Risk of leaving analysis

Risk of leaving analysis can be carried out by initially identifying potential risk areas – the key people who may leave and for each of them as individuals or groups:

Estimate the likelihood of this occurring.

- Estimate how serious the effects of a loss would be on the business.
- Estimate the ease with which a replacement could be made and the replacement costs.
- Each of the estimates could be expressed on a scale, say very high, high, medium, low, very low.

An overview of the ratings under each heading could then indicate where action may need to be taken to retain key people or groups of people.

2.8.3 Retention planning

According to (Armstrong, 2006:), it is not enough to get good people into the organization. They have to be kept there. This is the aim of retention planning, which, on the basis of information about how many people leave and why they leave, establishes what steps are required to retain those who are worth retaining. The turnover of key employees can have a disproportionate impact on the business. The employees organizations wish to retain are often the ones most likely to leave. As a result, retention planning is important to minimize employees' turnover.

2.8.4 Areas for action

Depending on the outcome of the risk analysis and the overall assessment of reasons for leaving, the possible actions that can be taken are as follows:

- Deal with uncompetitive, inequitable or unfair pay systems. But as Cappelli (2000) points out, there is a limit to the extent to which people can be bribed to stay.
- Design jobs to maximize skill variety, task significance, autonomy, control over their work and feedback, and ensure that they provide opportunities for learning and growth. Some roles can be customized to meet the needs of particular individuals.
- Increase job engagement through job design and by organizing work around projects with which people can identify more readily than with the company as a whole.
- Encourage the development of social ties within the company. In the words of Cappell (2000), 'loyalty to companies may be disappearing but loyalty to colleagues is not'.

- Ensure that selection and promotion procedures match the capacities of individuals to the demands of the work they have to do. Rapid turnover can result simply from poor selection or promotion decisions.
- Reduce the losses of people who cannot adjust to their new job – the ‘induction crisis’ –by giving them proper training and support when they join the organization.
- Take steps to improve work–life balance by developing policies including flexible working which recognize the needs of employees outside work.
- Eliminate as far as possible unpleasant working conditions or the imposition of too much stress on employees.
- Select, brief and train managers and team leaders so that they appreciate the positive contribution they can make to improving retention by the ways in which they contribute their teams. Bear in mind that people often leave their managers rather than their organization.
- Ensure that policies for controlling stress, bullying and harassment exist and applied.

Analyses of the costs associated with turnover yield surprisingly high estimates. The high cost of losing key employees has long been recognized. However, it is important for organizations to understand that general turnover rates in the workforce can also have a serious impact on an organization’s profitability, and even survival. There are a number of costs incurred as a result of employee turnover. These costs are derived from a number of different sources, a few of which are listed below.

- Recruitment of replacements, including administrative expenses, advertizing, screening and interviewing and services associated with selection, such as security checks, processing of references and possibly, psychological testing
- Administrative hiring costs
- Lost productivity associated with the interim period before a replacement can be placed on the job. Lost productivity due to the time required for a new worker to get up to speed on the job. Lost productivity associated with the time that coworkers must spend away from their work to help a new worker.

- Costs of training, including supervisory and coworker time spent in formal training as well as the time that the worker in training must spend off the job
- Costs associated with the period prior to voluntary termination when workers tend to be less productive
- Public relations costs associated with having a large number of voluntary or involuntary terminations in the community spreading gossip about the organization. (Abassi, 2000:332)

There are both visible costs and hidden costs associated with turnover. According to Abassi, (2000:333) visible costs include termination, advertising, recruiting candidate, travel, selection, hiring, assignment, orientation, signing bonuses and relocation. Hidden costs include disruption of customer retention, vacancy costs, disruption of work flow and the erosion of moral and stability for those left behind.

Along line of hidden costs, the cost; associated with turnover are not strictly monetary. According to Jardian (2001:22) high turnover can be very time employee can tie up resources (namely people). Time is essentially money. Time is highly consuming as the interview process to replacement employee and train. The turnover also affects customer service and satisfaction negatively in that operation become less effective as more time is spent on training and fixing problems.

Several researchers have also studied specific determinants of turnover. Employee turnover is significantly associated with job satisfaction, non-competitive compensation, high stress, nature of work, poor supervision and inadequate training (Willins, 2002:4)

The degree of changes depends on the nature of employment, economic status, and level of salary. Another aspect is the efficiency of wages is fair but it also: appear to be fair” (Nair, 2004:219)

2.8.5 The relationship between working condition and turnover

CONDITION OF WORK ENVIRONEMT

- Neighborhood safety and cleanliness: attention to approaches
- Housekeeping: up keeping of premises compound wall, lawns, passages and doors, white washing of walls and floor maintenance.
- Workshop/room sanitation and cleanliness; temperature, humidity, ventilation, lighting elimination of dust, smoke fumes, gases
- Control of effluents
- Convenience and comfort during work, that it operatives' posture, seating arrangements
- Distribution of work hours and provision for rest hours, meal times and breaks.
- Workmen's safety measures that is maintenance of machines and tools fencing of machines providing guards, helmet, goggles and first aided equipment
- Supply of necessary beverages and pills and tablets, that is, slat tablet, milk, soda
- Notice boards: posters, pictures, slogans, information or communication (Swathappa, 2004:405)

2.9 Performance Appraisal and Performance Management

Performance appraisals are not uncommon to organizations. However, what counts as an appraisal or performance management varies a great deal in sophistication and organization. The process of employee performance evaluation should be closely tied to strategic objectives, provide good feedback to employees and give them a view of their longer-term progress within the company, and potentially married to training and other development opportunities.

Generally speaking, performance management seeks to:

- i. Develop an objective basis for talking about performance;
- ii. Let employees know the difference between acceptable and unacceptable results;
- iii. Increase job satisfaction by letting teams know when a job is well done;
- iv. Let new staff know about expectations regarding job performance, and;
- v. Encourage an open and trusting relationship with employees. (Lockhead & Stephens 2004)

According to Meyer et al (2003), performance management aligns the goals of individual members to those of the organization with which they are associated. It requires clearly articulated and well

communicated strategic goals for the organization as a whole. The design of a performance management system, according to Meyer, involves five essential components:

- i. A Strategic Plan. Set by the top of the organization, it serves as the starting point for division, unit, team and individual goal setting.
- ii. Individual goals are set jointly by managers and employees. Managers play an important role in communicating how these goals relate to goals in successively larger units of the company. Managers may also help to relate performance goals to employee development concerns.
- iii. Monitoring, Feedback and Coaching. Managers are instrumental in helping employees to monitor their performance and development, and make changes where necessary. Performance management requires more of a coaching role for the manager, and greater participation by the employee. Training is required to support these expanded roles.
- iv. Formal performance reviews should take place at regularly scheduled intervals and should focus on progress with respect to goal attainment, and to setting goals for the next cycle
- v. Evaluation. The performance management system must itself be the subject of evaluation.

2.10 Conceptual Framework

Since the researcher follows mixed method design, key factors, concepts, or variables and the assumed relationships among them various interpretations of the different concepts will be covered. As Greene, J. C., Caracelli, V. J., & Graham, W. F. (1989) cited in (Cresswell 2000), to examine different aspects of a phenomenon, this study will be based on seeking convergence i.e. triangulation. Because of this qualitative and quantitative methods will be used. And they will be implemented independently, concurrently, or sequentially as the necessity arises.

2.11 Independent and Dependent Variable

According to Cresswell (2014), “A variable refers to a characteristic or attribute of an individual or an organization that can be measured or observed and that varies among the people or organization being studied.” He further clarifies variables are distinguished by two characteristics: (a) temporal order and (b) their measurement (or observation). Temporal order means that one variable precedes another in time. Moreover, he confirms the accurate statement would be that one variable probably causes another. Variables are also sub divided into Independent and dependent variables

Independent variables are those that (probably) cause, influence, or affect outcomes. They are also called treatment, manipulated, antecedent, or predictor variables. On the other hand, dependent variables are those that depend on the independent variables; they are the outcomes or results of the influence of the independent variables. Other names for dependent variables are criterion, outcome, effect, and response variables.

Regarding this study, the independent variables those probably affect the turnover are the factors such as: (salary, benefit... etc) that lead to employee turnover. In addition to that salary, compensation and benefit, working environment/conditions, leadership may also lead to low performance of the organization.

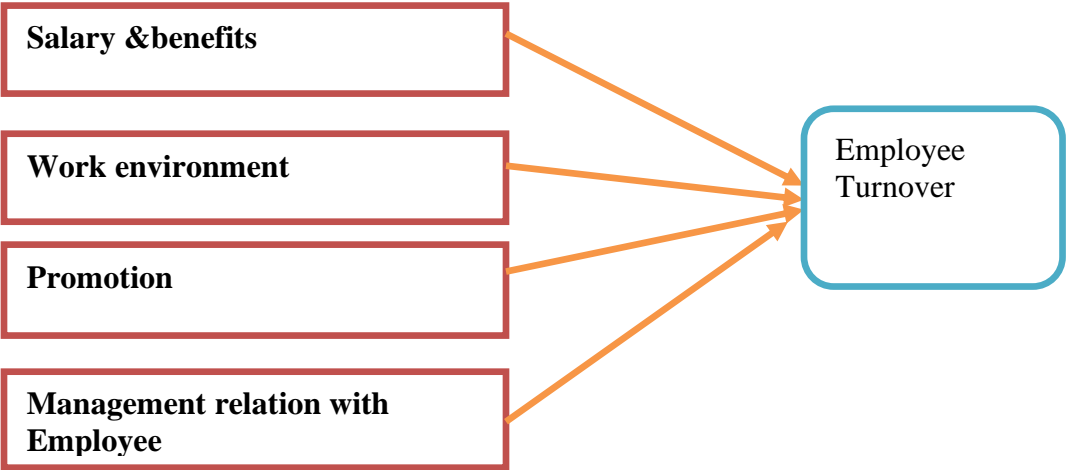


Figure 2.1: Conceptual framework of the study

CHAPTER THREE

III. RESEARCH METHODOLOGY

3.1 INTRODUCTION

As per Creswell (2014), one of the frameworks of research approaches is the specific research methods that involve the forms of data collection, analysis, and interpretation that researchers propose for their studies. Here, it is useful to consider the full range of possibilities of data collection and to organize these methods, for example, by their degree of predetermined nature, their use of closed-ended versus open-ended questioning, and their focus on numeric versus nonnumeric data analysis.

Further, as (Silverman, 2001 Nachamias et al. 1996) quoted in (Amare 2013), many researchers have written extensively on research methodology. The underlying factor in most studies on research methodology is that the selection of methodology is based on the research problem and stated research questions. Therefore, the same endeavour was practised in this study too.

3.2. Research Design

In this research, ethical considerations were given due importance. First and foremost, the researcher respected the rights, needs, values, and desires of the informant(s). At the same time keeps their mystery.

Participant observation invades the life of the informant (Spradley, 1980) and sensitive information is frequently revealed. (Creswell 2014 p.147), referring different writers he states the purpose statement as the central, controlling idea in a study. The purpose of the research can be Exploratory which deals with unknown problem, Descriptive in which there is an awareness of the problem and Explanatory, where the problem is clearly defined.

The purpose of this thesis was to conduct Descriptive cross-sectional study. Descriptive studies are usually the best methods for collecting information that demonstrates relationships and describe the world as it exists. Therefore, descriptive survey design is appropriate to answer the question what are the root causes of employee turnover of Lion International Bank S.C. Kothari (1985) notes that descriptive design is concerned with describing, recording, analyzing and reporting conditions that exist or existed explanatory research design.

As Kothari (2006) put it, since different variables and criterion such as: pay scale, promotion, working environment are considered to be the cause of turnover, then these different variables described as explanatory variable or also termed as causal or independent variable; and in this case turnover is described as criterion variable or termed as resultant or dependent variable. Because of this, in this research explanatory research design was also used.

3.3. Research approach

The research approach in this study was chosen based on the purpose and the research questions. According to Creswell (2014), three research approaches are advanced: (a) qualitative, (b) quantitative, and (c) mixed methods. But they are not taken as discrete as they first appear. Further, he explains Qualitative and quantitative approaches should not be viewed as rigid, distinct categories, polar opposites, or dichotomies. Instead, they represent different ends on a continuum. On the other hand, mostly, “the distinction between qualitative research and quantitative research is framed in terms of using words (qualitative) rather than numbers (quantitative), or using closed-ended questions (quantitative hypotheses) rather than open-ended questions (qualitative interview questions).” (Creswell 2014).

3.3.1. Quantitative research approach

Quantitative research approach is based on post positivism worldview which is reductionist in that the intent is to reduce the ideas into a small, discrete set of ideas to test, such as the variables that constitute hypotheses and research questions. In addition, quantitative approach uses statistical methods in describing patterns of behaviour and generalizing findings from samples to population of interest, and employs strategies of inquiry such as experiments and surveys (Creswell 2003 as quoted in Amare 2013). Accordingly, in this study, SPSS is employed in order to get precise and accurate answer. So, the data was fed in to SPSS 26. Because of this, employing CHI Square, the influence (relationship) of independent variables on dependent variable was revealed.

3.3.2 Qualitative research approach

Under qualitative approach or social-constructivist worldview, researchers inductively develop a theory or pattern of meaning rather than starting with a theory. Qualitative researchers tend to use open-ended questions so that participants can express their views and meanings are constructed by human beings as they engage with the world they are interpreting (Creswell 2003 as quoted in Amare 2013)

3.3.3 Mixed research approach

Mixed research approach or pragmatist worldview uses both quantitative and qualitative assumptions. And it is an approach to inquiry involving collecting both quantitative and qualitative data, integrating the two forms of data, and using distinct designs. The core assumption of this form of inquiry is that the combination of qualitative and quantitative approaches provides a more complete understanding of a research problem than either approach alone. (Cresswell 2014 p5-6).

As (Cresswell 2014) mixed methods approach can be implemented by firstly concurrent, in which the quantitative and qualitative phases occur simultaneously; secondly, sequential, in which the researcher starts with gathering qualitative data and then gathers quantitative data or vice versa in two different phases; and thirdly, transformative where the researcher (either concurrently or sequentially) may be able to give voice to diverse perspectives, to better advocate for participants or to better understand a phenomenon or process that is changing as a result of being studied.

In order to achieve the objective of this study and answer the research questions, the researcher adopted mixed research approach to assess the main factors that affect employee turnover in Lion International Bank S.C. Accordingly, the researcher interviewed the particular informants and administered the questionnaire at the same time and return to the interview as necessary. Furthermore, document analysis on the reports of the bank and exit interviews were the other areas investigated.

3.4 Type of Data

In this study both primary and secondary type of data were used to conduct. Primary data was collected through interviews and questionnaires. This gave specific responses to the research questions. Primary data is gathered for a specific research in response to a particular problem through interviews and questionnaires. While secondary data is collected from various document such as: books, journal articles, annual reports, and other research results related with issues of turnover.

3.5. The Pilot Study

In this section, an attempt has been made to summarize the important findings obtained during the pilot study. In the pilot study, three different instruments were employed to generate data on the effectiveness of the practices of the LIB. That is, the necessary information about the pilot study was obtained by distributing questionnaire to 12 respondents.

After devoting to design, test and reformulate data collection instruments for months, a pilot study was carried out and results were analyzed and reported during the upgrading session. Then, based on incites gained from the pilot study and feedbacks received during the upgrading session, some amendments were made on data collection instruments. Next, a plenty of time was spent on gathering pertinent information using the research tools sequentially. That is, although quantitative and qualitative data can be collected concurrently in a mixed data collection methods (Creswell, 2003;), an attempt has been made to separate the collection of quantitative data from the collection of qualitative data in the main study; the collection and analysis of quantitative data were followed by the collection and analysis of qualitative data. This strategy was selected since the emphasis of quantitative data precedes the collection and analysis of qualitative data. Finally, the results were interpreted and discussed in relation to the research questions and relevant literature. In order to test the research procedures and to determine the suitability of data collection tools, a pilot study was conducted prior to the main study. The discussion of the pilot study is as follows.

After data had been collected from field, responses were inspected, and closed-ended items were categorized and coded. Then, the data were keyed in. After screening incorrectly entered values, data manipulation was done using the SPSS version 26 in order to handle missing data, to recode certain values and to standardize the data. Conversely, data generated through interviews were transcribed and analyzed qualitatively. Finally, the reliability of data collection instruments and the results of the pilot study were analyzed and discussed, and insights gained from the pilot study and their implications for the main study were reported as follows.

3.5.1 Reliability and Validity

The fact that respondents comprised a broad range of managers and employees and are currently involved in the bank improved the reliability and the validity of data, since these respondents were better equipped to respond to the questions posed. Moreover 12 respondents were participated. Based on the pilot study, feedback on the questioners was found. So in this way the reliability was checked whether scores or item responses to items on the instrument are internally consistent.

Thus, to measure the reliability of employees' questionnaires, Cronbach Alpha was used in order to assess the internal consistency of responses from one item to another. Inter-rater/inter-observer reliability was also employed in order to test the reliability of classroom observations. To estimate the reliability of interviews, the consistency of responses of the respondents has been counter-checked. Based on rules of thumb for Cronbach's alpha reliability coefficient: — $\alpha > .9$ – Excellent, $\alpha > .8$ – Good, $\alpha > .7$ – Acceptable, $\alpha > .6$ – Questionable, $\alpha > .5$ – Poor, and $\alpha < .5$ – Unacceptable as suggested by George and Mallery (2003:231), the reliability of items in the students' and teachers' questionnaires was checked. The reliability results of most of the items were calculated to be between Cronbach Alpha .70 and .85. Items below .60 were canceled since they were lower the standard according to scholar like Dornyei's (2007), suggestion. This scholar asserts that if the Cronbach Alpha of a scale does not reach 0.60, this should sound warning bells. For instance, the overall alpha for items which questioned about facilities calculated to be very low (.39). This indicates the weak internal consistency among the items. Therefore, these items were deleted. And most of the items are retained because the inter-rater reliability of the raters was found to be acceptable.

That is, items values Kappa between 0.40 and 0.59 were omitted and items between 0.60 and 0.79 were modified while items above 0.79 were retained outstanding as far as Cohen's Kappa coefficient is concerned (Landis and Koch, 1977). In order to see whether or not respondents give consistent replies to interview questions, the consistency of responses to each item was carefully described in relation to the dominant themes that emerged during the interviews. That is, to estimate the reliability of interviews, the consistencies of responses of the respondents have been counter-checked. Interview items which the respondents gave consistent responses were identified and retained; however, items that the informants gave inconsistent replies were modified before the main study was conducted.

Furthermore, in order to keep the validity of the content of the instruments, experts' assistance is vital. To do so, the draft of both versions, English and Amharic, of the questioner and interviews were given to experts to be examined and commented. Based on that, the necessary correction was done. Moreover, document analysis on the reports of the bank and exit interviews were examined to triangulate the different data sources of information by examining evidence from the sources and using it to build a coherent justification for themes.

The researcher also used peer debriefing to enhance the accuracy of the account. Here, the debriefer reviewed and asked questions about the qualitative study so that the validity of the research increased. In addition to that the researcher used member checking to determine the

accuracy of the qualitative findings, the final report or specific themes was given to some of the participants and determining whether these participants feel that they are accurate.

3.5.2 Additional Insights Gained from the Pilot Study and their Implications to the Main Study

As was mentioned, the purpose of the pilot study was to determine the suitability of the data collection instruments and develop a priori assumptions. Also, it helped the researcher to familiarize with collecting, coding and analyzing data. Moreover, it is believed that the results of the pilot study would help to indicate direction of the main study. In this section, hence, an attempt is made to discuss insights drawn from the pilot study and their implications for the main study.

To generate data on the general practice of the 12 employees were asked to fill-in a questionnaire. since respondents gave inconsistent responses some items were rephrased and canceled. All items which found to be trustworthy were retained for the major study as they had high internal consistency.

The other insight drawn from the pilot study relates to the missing values. That is, respondents missed to respond to a few of the items of the questionnaires. Hence, the content and clarity of these items were looked into.

The additional important lesson gained from the pilot study was in generating data for the development of retaining the employees from leaving the organization. Though it was planned to generate data about the improvement of the program employees and directors, it was noticed that these front-line workers had little or no knowledge and involvement about deterring the employees from leaving the organization. Thus, more items regarding the improvement of the program were incorporated and forwarded to experts besides documentary sources during the main study.

From the pilot study, the researcher gained opportunity to familiarize him with the informants 'world, to identify the data collection strategy of distributing the questionnaires, interviewing, and the process to analyze them. It is also believed that there may be other aspects to be considered in order to answer the research questions and arrive at the intended purpose which will be well thought-out later in the main study.

3.6 Research Method

This study assessed the determinant causes of turnover on Lion International Bank S.C. To undertake this research, the specific methods of data collection used were survey, semi-structured interview and document sources. Survey for the quantitative strategy was used through distributing

self-administered questionnaires. Questionnaires were distributed to the head office staff of the company by systematically random sampling method.

3.6.1 Survey design

Since a lot of samples were taken out of more than 3000 of a population size, the research design was a descriptive survey design. As (Fowler, 2008), quoted in (Creswell, 2014), survey research provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. It includes cross-sectional and longitudinal studies using questionnaires or structured interviews for data collection—with the intent of generalizing from a sample to a population. Accordingly, the researcher employed different data gathering instruments so as to triangulate the data and reach a sound result. One of them was conducting via self-administered questionnaire;

3.6.1. 1. Questionnaire

The questionnaire was completed via inter net (Internal share.) and printed media by 354 randomly sampled staff of Lion International Bank S.C. This was done because the respondents are scattered throughout regions. The questionnaire comprised open- and close-ended questions. The open-ended question's responses were coded and changed to numbers later. The questions were measured on a five Likert rating scale such as: Strongly Agree (SA) = 1 to and Strongly Disagree (SD) = 5; and then respondents' rate and rank their perception. Likert scale is which produces ordinal data than interval: that is, we can make assumptions about the order but not the spacing of the response options. Thus, the permissible descriptive statistics that can perform on ordinal data is median (or average response) and mode (or more frequent responses) (Hole 2011).

There were also spaces in which they were asked to write and rank any other important points that helped the respondents to speak their mind

To make the administration of the questioner easy, the questionnaire was also translated in to Amharic to those of their English is expected to be lower. Both the English and Amharic questionnaires were provided to each respondent in order to help them for a better understanding. The questionnaires were divided into two parts. 'Part I' have the basic demographic information of the respondents; and 'Part II' captured information about the factors and pattern of employee turnover in the company.

Besides the researcher took the exit interview of three numbers of resigned employees. Questions presented in the form of affirmative statements, relating to the concepts on the factors that affect Employee turnover, in such a way to enable measurement of the respondent's opinions, LIB Exit Interview format contains one closed and six open ended questions

3.6.1. 2. Interview

In addition to the questionnaire, semi-structured interview with outlined topics for discussions was used to gather data for the study with the human resource managers of the company. This is because by virtue of their positions, they have information on policy areas while the subordinates shed light on why Lion International Bank S.C is experiencing labour turnover. Here, the purpose of conducting a semi-structured interview was to explore deeply the perception of employees. The interview with the majority employees was held in Amharic because the researcher thinks that they can express their ideas and opinions fully and freely in the language they know well.

3.7 Sample Design

Sampling is the process of choosing, from a much large population, a group about which helps to make generalized statements so that the selected part represents the total group. The number of employees that is the population of LIB today is 3070 in the company and 427 employees resigned from the company within three years period.

3.7.1 Sample Size and Sampling Method

The study was conducted in Lion International Bank S.C. in all branches of Addis Ababa and other regional branches including the head office. Then from the selected sample branches the participants were selected randomly.

Regarding sampling size, as additional guide for sampling the researcher used Yamane (1967) Formula. The total number of employees and left employees who are working in other organizations were identified during pilot study. Then, the sample size was determined by the following formula $n = \frac{N}{1+N(e)^2}$; where N=Total population size, e= level of precision, and n= Sample size. As per the evidence I had at hand there are 3070 employees in the Lion International Bank S.C. Then, the sample size of employees was calculated. Then, I got the following sample size figure by using the simplified formula of Taro Yamane below.

$$n = \frac{3070}{1+3070(0.05)^2}$$

$$n = \frac{3070}{1 + 3070(0.0025)}$$

$$n = \frac{3070}{1 + 7.675}$$

$$n = \frac{3070}{8.675}$$

$$n=353.89$$

$$n \approx 354$$

Thus, sample size is 354 at 95% confidence interval.

The study used purposive sampling, stratified random sampling, simple random sampling techniques. Purposive Sampling method is a non- probability sampling procedure that ensures to achieve a certain goal that is wanted to be address. Key informants (heads of departments) were purposively sampled due to the fact the information they have because of the positions they hold. While stratified sampling which probability sampling was used for the sake of grouping the samples in strata that have similar characteristics. The main respondents were stratified on the basis of their departments.

3.8 Methods of Data Analysis

Since the sample size is huge (354 participants), survey design which is quantitative research approach was used. But for the open end question and the data was collected and similar thoughts were coded similarly for the interview the data was transcribed from interviews first; and coding was followed. Then, in-depth analysis occurred.

Questionnaires data were fed into SPSS 26, summarized, edited, coded, tabulated and analyzed. In connection to qualitative data, after that moving back and forth between data and concepts, between description and interpretation, using both inductive and deductive reasoning was on effect.

Descriptive statistics that aims to summarize the sample using: mean, standard deviation, frequencies were also used in order to analyze the data found from the quantitative data.

In connection to examine association of the independent variables such as: salary & benefits, working environment, promotion and employees' relationship with the management to the dependent variable i.e. turnover of employees, the participants response was correlated with turnover intention of employees. And regression analysis was also employed. Then, the result was tabulated and analysis was done.

CHAPTER FOUR

4 DATA ANALYSIS AND INTERPRETION

In this Chapter the data gathered through questioners and interviews are presented analyzed and interpreted. The number of the employees in the study is 3070: Out of which 354 were involved in filling out the questioners. Questioners were distributed and collected successfully resulting in 100% rate of return. Thus, the data presentation, analysis, and interpretation given below are basically depending on these two methods (*questioner and interview*).

4.1 Characteristics of respondents of the study

The profile of the staff respondents of the bank with regard to age, sex, educational background and years of service in the organization are summarized and presented below in the following table.

Table 3: Characteristics of the study of population

		Frequency	Percent (%)	Valid Percent (%)	Cumulative Percent(%)
Gender	Male	184	51.3	52.0	52.0
	Female	170	47.4	48.0	100.0
	Total	354	98.6	100.0	
Age	18-30	182	50.7	51.4	51.4
	31-40	76	21.2	21.5	72.9
	41-50	71	19.8	20.1	92.9
	51-60	25	7.0	7.1	100.0
	Total	354	98.6	100.0	
Educational Status	8-12	12	3.3	3.4	3.4
	Certificate	27	7.5	7.6	11.0
	Diploma	45	12.5	12.7	23.7
	1st Degree	240	66.9	67.8	91.5
	2nd Degree	18	5.0	5.1	96.6
	12 complete	12	3.3	3.4	100.0
	Total	354	98.6	100.0	
Marital Status	Single	201	56.0	56.8	56.8
	Married	132	36.8	37.3	94.1
	Separated	15	4.2	4.2	98.3
	Widow	6	1.7	1.7	100.0
	Total	354	98.6	100.0	
Salary Scale	Below 5000	6	1.7	1.7	1.7
	5000-8000	15	4.2	4.2	5.9
	8000-15000	172	47.9	48.6	54.5
	15000-22000	134	37.3	37.9	92.4
	over 22000	27	7.5	7.6	100.0
	Total	354	98.6	100.0	

The table 1 above reveals that 52% of the respondents are male and 48% them are female. It is visible that there exists equitable gender distribution in this bank. Since the questioner was randomly selected, this represents the population. Therefore, the bank hires employees for sake of their ability or appropriateness rather than their gender even if more of occupation balanced to technical and laborious. This implies the bank neither partial nor disproportion, which is not reason for turnover.

Regarding the age profile of the respondents the above table reveals that 182(51%), 76(22%) ,71 (20%) and 25(7%) exist between the age range of 18-30, 31-40, ,41-50, 51-60 respectively. From the above details the bank embraces combination of all age group apparently with good proportion; this entail that the age does not cause for turnover of employees which is good enough for the bank.

With regard to educational profile of the employees almost more than half of the respondents that is 240 (68%) have 1st Degree; and 45(3%) are Diploma holders; 27(8%) are certificate holder; 18(5%) 2nd Degree holders, and the remaining 22(6%) are in the range of 8-12 grade and 12 complete. The qualification of employees is vital to produce a quality product that is why qualification is given priority in most aspects. In provisions of the above clarification, the bank has recruits more of literate and trained for their criterion which is appropriate for their status; however the position of the bank differ from other companies in one or other necessity, that is most of employees prefer this bank as it is second place to learn what they need to broaden their knowledge; this implies that these employees hasten turnover of employees that exercise fill matured and leave after a while.

The work experience of the respondents in Lion International Bank S.C is that 154 (44%) of them have below 3 years of experience; 109(30%) have 3-5 years of experience; 74(21%) of them have 5-10 years of experience; and 17(5%) have above 10 years of experience.

Almost more of the respondents have less than five years of work experience. It is only 5% of that have above ten years of work experience. This shows that most of the employees are new to the bank and have worked for less than five years. From this table one can conclude about the magnitude of employees' turnover in this bank is high. That the retain of employees is not more than five years which shows there is limitation of good salary payment; lack of good benefit packages, and on the other hand poor management; this implies the rule and regulation of the bank has not revised even if turnover is not decline time to time.

Item number 6 of table 1 above shows that 170(49%); 133(37%); and 27(8%) ,15(4%),7 (2%) of the respondents fall in the salary range of 8000-15000; 15000-22000; and above 22000 birr ,5000-8000, below 5000 respectively. This implies that the range of employees' salary is dependent upon their educational background and experience; they have on their situation; this may not be the reason for turnover. On the other hand, this salary scale is reliant of the bank that made different which is near to the ground comparing to others competitive banks as respondent clarified; which accelerate turnover, after working not more than one or two years.

4.2 Analysis the findings of the study

Opinions of employees about the relationship between working environment and employee turnover

Table 4: Opinions of employees about working environment

No	Item	Response	Frequency	%
1	How much are you satisfied with your working environment in terms of its conduciveness for work flow?			
		Very high	96	27%
		High	69	19%
		Medium	133	38%
		Low	56	16%
		Very low	-	
	Total	354	100	
2	How do you rate the working environment of your bank in terms of its protection from pollution?			
		Very good	101	28%
		Good	91	26%
		Fair	86	24%
		Poor	76	22%
		Very Poor	-	
	Total	354	100	
3	How do you rate the bank's provision to cafeteria service?			
		Very High	-	-
		High	57	16%
		Medium	64	18%
		Low	113	32%
		Very low	120	34%
	Total	354	100	
4	What do you feel about the working environment in terms of its safety provision?			
		Very good	101	28%
		Good	91	26%
		Fair	86	24%
		Poor	76	22%
		Very Poor	-	
	Total	354	100	

As item number 1 of table 2 above disclose 133(38%) of the respondents rated the conduciveness of the working environment of the bank as medium whereas, 96(27%) of them rated very high, 69 (19%) of the respondent rated high, and only 57(16%) of the respondent rated low. This implies that the working environment in terms of its conduciveness work flow is unsatisfactory due to unfulfilled satisfaction, with the intention of avoiding the problem partially, this leads to fasten turnover of employees in this bank.

Likewise, item number 2 of table 2 indicates that 101(28%); 91(26%); 86(24%) and 76(22%) of the respondents rated very good, good, fair and poor respectively about the working area is protected from pollution. This means that the working environment of bank most likely refused due to pollution that is liable to turnover for employees.

Similarly, the provision of cafeteria 120(34%); 113(32%); 64(18%) and 57(16%) rated very low, low; medium and high respectively. It implies that respondents who are dissatisfied for none comfortably and non-organized nature of the cafeteria may not improve that tend them to leave this bank as a result the turnover will increase to some extent.

Table 5: Opinions of employees about pay scale and benefit package

No	Item	Response	Frequency	%
1	How do you rate the pay scale of your bank?			
		Very high		
		High	45	13%
		Medium	71	20%
		Low	103	29%
		Very low	135	38%
	Total	354	100	
2	How far are you satisfied with the annual salary increment of your bank?			
		Very High		
		High	27	8%
		Medium	74	21%
		Low	192	54%
		Very low	61	17%
	Total	354	100	
3	How do you rate your rank in terms of its provision to bonus service?			
		Very High	20	6%
		High	17	5%
		Medium	125	35%
		Low	155	44%
		Very low	37	10%
	Total	144	100	
4	“Your organization gives adequate transport/allowance service?”			
		Strongly Agree	-	
		Agree	47	13%
		Neutral	57	16%
		Disagree	56	16%
		Strongly Disagree	194	55%
	Total	354	100	
5	How do you rate your basic salary with the salary of employee in similar bank			
		Very good	-	-
		Good	20	6%
		Fair	30	8%
		Poor	161	46%
		Very Poor	143	40%
	Total	354	100%	

4.2.1 Opinion of employees about the relationship between pay scale and benefit package

Regarding the respondents' rating of the pay scale of the bank the above table reveals that 135(38%) rated that the pay is very low; 103(29%) and 71(20%) of them reflected that it is low and medium, respectively. In other words, 238(67%) rated very low and low. But only 44 (13%) of the respondents said high.

Thus, the turnover increase over the years had direct linkage with pay. Most staff those who left the bank is from those who have stayed with bank over three years. Benefit package in one of motivational factor of the employees that is why attractive benefit packages are needed. Thus, the turnover increase the years had direct link with pay.

Item 5 of the above table 3 shows that 161 (46%) of the respondents feel that their salary compared to other similar bank is poor; 143(40%) of the respondents rated very poor; this means 304 (86%) believes their salary scale is poor and very poor. 30(8%) of the respondent rated fair; and only 20(5%) of the respondent rated good. This implies the scale of salary is less comparing to others bank; and can be the main reason to leave the bank and to go to other competitors.

Item 4 of table 3 above reveals that a very significant portion of the respondent are dissatisfied about the transportation facility of the bank. To this end, 252 respondents (73%) meaning 195 (55%) and 57(16%) of them reflected that they strongly disagree and disagree respectively that the organization provides inadequate transportation service facility or (transport bonus). Only 47(13%) of them agree to this proposition. This implies problems related to transportation service contributes to the rise of turnover in the eyes of employees is very high.

4.3 Opinions of employees about Promotion

Table 6: Opinions of employees about Promotion

No	Item	Response	Frequency	%
1	How do you rate employees' access to promotion in your bank?			
		Very high	25	7%
		High	42	12%
		Medium	17	5%
		Low	213	60%
		Very low	57	16%
	Total	354	100	
2	What do you feel about the bank's fairness during employee's job assignment?			
		Very good	34	10%
		Good	35	10%
		Fair	216	61%
		Poor	64	18%
		Very Poor	5	1%
	Total	354	100	

When we come to access to promotion in the bank 214(60%); 57(16%); 42(12%) and 25(7%); rated low, very low, high and very high respectively. This implies most of respondents i.e. 271 (76%) are not contented with access of promotion, which pushes them to leave the bank.

As revealed in item 1 of table 4 above respondents were asked to reflect their perception about the employees' access to promotion. Accordingly, 214(60%) and 57 (16%) of them feel that the access is low and very low respectively. On the other hand, 42(12%) and 25(7%) totally 67 (19%) of them rated as high and very high respectively. Employees' perception of their future direction and destination do have direct bearing on their work stability. Thus, based on the given data, it is possible to assume that the large portion of employees do not feel as the promotion of the bank is proportional, this implies that if employees get the chance they can join other competitor banks. Thus, in addition to other factors, turnover appeals to some extent in this bank.

4.4 Employees Opinions on management with employee relation ship

Table 7: Relationship of Employee and management

No	Item	Response	Frequency	%
1	How do you rate the relationship among staff members?	Very good	159	46%
		Good	30	8%
		Fair	111	31%
		Poor	54	15%
		Very Poor	-	-
		Total	354	100
2	How do you rate the relationship between supervisors and subordinates?	Very good	95	27%
		Good	150	42%
		Fair	44	13%
		Poor	44	13%
		Very Poor	21	5 %
		Total	354	100
3	How do you see the flow of information between you and your supervisor?	Very good	10	3%
		Good	86	24%
		Fair	184	52%
		Poor	40	11%
		Very Poor	34	10%
		Total	354	100
4	How much you have a share in decision making concerning your job?	Very good	109	-
		Good	90	14%
		Fair	61	17%
		Poor	50	59%
		Very Poor	44	10%
		Total	354	100
5	How do you feel about the leadership style of your immediate supervisor?	Very good	12	3%
		Good	74	21%
		Fair	194	55%
		Poor	49	14%
		Very Poor	25	7%
		Total	354	100%
6	There is positive and desirable relationship between supervisors and subordinates.	Very High	27	8%
		High	189	53%
		Medium	52	15%
		Low	37	10%
		Very Low	49	14%
		Total	354	100
7	How do you rate the degree of leader's ability to understand their follower's interest?	Very High	37	10%
		High	64	18%
		Medium	172	49%
		Low	37	10%
		Very Low	44	13%
		Total	354	100

The establishment of a sound relationship among people within an organization is very important for the successful accomplishment of the organizational objectives. These types of relationship can motivate employees to put on more effort and to work towards the intended objectives. To this effect respondents were asked about the relationship between employee and their bosses.

Regarding the relationship among staffs members 160(46) and 30(8%) of the respondents are rated very good and good respectively. Even 111 (31%) rated fair . This implies that the bank's trend to attach its employee one to another is good enough.

On the subject of the relationship between supervisors and subordinates 151(42%) of the respondents rated good and 95(27%) of the respondent rated very good; 44(13%) of the respondents rated fair and poor. This implies that most of respondent 242(69%) agree relationship among staff is good which shows that cannot be the cause of employees' turnover. To clarify the point, relationship among staff cannot be the cause of employees to leave for other banks.

Concerning the flow of information between the employees and their respective supervisors, participants rated as follows; 184(52%) as fair, 86(24%) as good; 39(11%) as poor and 34(10%) as very poor. This implies that for the most part of the bank's employee information goes smoothly; as a result, they respect one to another in order to enhance settle down than depart.

From the above table 209(59%) and 34(10%) of the respondents' involvement of employees in decision making concerning their own job is rated poor and very poor, on the other hand, 62(17%) of the respondents rated fair; and 49(14%) rated good . This implies there is no adequate way to discuss and influence one to another so as to move forward to turnover of the bank.

The leadership style of immediate supervisors has been rated by 194(55%) and 74 (21%) of the respondents as fair and good respectively. But 49(14%) and 25(7%) of the respondents rated as poor and very poor respectively. This implies there is 268 (76%) of employees have a good perception about the leadership. But still there is a considerable number 74 (21%) of employees may give way to discuss and influence one to another so as to move forward to leave the bank.

Accordingly, item 6 of the table 6 above reveals about the existence of the respondent's positive and desirable relationship between supervisors and subordinates as 189(53%) and 27(8%) high and very high respectively. On the other hand, 49(14%) and 37(10%) of them reflected as very

low and low. This implies that the relationship between supervisor and subordinate will not come out employee turnover.

Regarding the degree of leader’s ability to understand their follower’s interest 172(49%) and 64(18%) of the respondent rated medium and high. Of the general respondents, 44(13%) of the participants are rated very low and 37(10%) low respectively. Thus, this 236 (67%) implies the positive relationship among supervisors and assistants have helped the bank to lag turnover.

Table 8: Correlation Matrix

Correlations						
		Turnover	Working Environment	Pay scale & Benefits	Employees’ Promotion	Employees’ relationship with Management
Turnover	Pearson Correlation	1	.212**	.228**	.058	.132*
	Sig. (2-tailed)		.000	.000	.272	.012
	N	359	359	359	359	359
Working Environment	Pearson Correlation	.212**	1	.177**	-.005	.206**
	Sig. (2-tailed)	.000		.001	.931	.000
	N	359	359	359	359	359
Pay scale & Benefits	Pearson Correlation	.228**	.177**	1	.053	.100
	Sig. (2-tailed)	.000	.001		.314	.059
	N	359	359	359	359	359
Employees’ Promotion	Pearson Correlation	.058	-.005	.053	1	.087
	Sig. (2-tailed)	.272	.931	.314		.102
	N	359	359	359	359	359
Employees’ relationship with Management	Pearson Correlation	.132*	.206**	.100	.087	1
	Sig. (2-tailed)	.012	.000	.059	.102	
	N	359	359	359	359	359
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

The above correlation matrix table shows the correlation coefficient between the dependent and independent variables. The participants who were not satisfied with the working environment, the P value is 0.212 which is significantly significant at the 0.01 and the range can be assigned as modest; and this shows that they had a modest intention to quit their job.

Regarding, the pay scale and benefit it was associated with turnover intention of the employee to leave the bank in which the P value is 0.228. This can be again assigned as the intention to leave is modest. The P-value for both of these variables were less than 0.05. In addition to that employee’s opinion about their relationship with the management, the P value is 0.012 in which the range can be assigned as modest at significant level of 0.05. In general, in the above-mentioned independent variables it can be concluded that they have an impact on employees’ turnover.

On the other hand, opinion of employees about promotion visa vis with employees’ turnover, the P value is 0.272 which is not statistically significant. In other words, it has not impact on employees’ turnover.

Table 9: Regression Analysis Coefficients

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 1 ^a	Working Environment (1)	1.142	.441	6.706	1	.010	3.132
	PayScale (1)	1.122	.323	12.104	1	.001	3.071
	Employees promotion (1)	.249	.347	.512	1	.474	1.282
	Relationship of employees with management (1)	.718	.689	1.086	1	.297	2.049
	Constant	-.668	.711	.883	1	.347	.513
a. Variable(s) entered on step 1: var11, var21, var31, var41.							

Predictors **Independent Variables:** Var 11 = working environment Var 21 = PayScale & benefits Var 31 = Employee promotion Var 41= Relationship of employees with management

Dependent Variable: Turnover intention

As seen in the above regression table 9, the regression analysis is computed using the independent variables employee turnover intention with factors of working environment, PayScale and benefits, employee relationship with management, promotion and the dependent variable is turnover intention. The Regression Analysis for the working environment & PayScale and benefits are statistically significant with the P value of 0.010, 0.001 respectively. Accordingly, the mentioned variables have the value of 3.132 and 3.071 which means they have a triple chance of leaving the bank. On the other hand, employee promotion and relationship of employees with management is 0.474 and 0.297 are not significant since the P value is more than 0.05.

4.5 Analysis for ex employees' response (Interview)

To triangulate the data or to have a good result there was a need of interviewing at least five ex-employees who have worked in different branches.

To my question of ex-employees' real reason for leaving the bank, they replied the bank should find a solution for such problems such as; improving the salary scale; providing adequate benefit package and motivational tools.

To the question whether they have professional freedom to make a decision to build their professional confidence. They complained they have not professional freedom. They added they had not got the chance to build their professional confidence.

In relation to salary scale satisfaction, all denied the satisfaction. But, to the interview how many times the bank revised the salary scale, the ex-employees replied the bank has fixed time to revise the salary scale. Thus, the employees are satisfied about the ongoing adjustment and revision of the schedule.

In the Lion International Bank S.C to the ex-employees the foremost reason was insufficient salary. Furthermore, some of them replied that getting no promotion on time is the other reason. In addition to this, employees who left this bank assumed that the bank did not use motivating tools to retain its employees.

To the inquiry what the management has to do to reduce employee turnover, ex-employees suggested to increase workers, prepare mini discussion meetings to solve the problem, create conducive environment to the workers minimize unfair activity, and fair distribution of benefits on time.

4.6 Analysis for the open-end questions

The participants were asked about their feeling towards the working environment of the bank. In the open-ended item given to them the following points were repeatedly noted.

In most branches, there exists inadequate working environment for all employees of the organization. Some of the complaints raised are lack of WCs, suitable cafeterias, parking areas and so on. But, more than 40% of the respondents replied that the bank working environment is good and free from pollution. In addition to this, it was said the bank does not give equal opportunity for promotion. Most of the respondents recommended that in order to reduce employees' turnover, they have to be treated in equal and fairly manner and there should be a fair treatment among all employees by considering them as an asset that plays a vital role in the bank. Additionally, they recommend that there should be fair salary payment based on merit and experience. Finally, most of the respondents have almost the same opinion that although the bank strategy seems sound on the paper, its implementation is the mere premises on the practice.

4.7 summary of response to the administrative officials' interview questions

About six questions were forwarded to three administrative officials and the study revealed the following.

Regarding factors contributing for the rise of employee's turnover were: unsatisfied salary payment, lack of benefit package, and work over load. It also needs increasing salary of workers according to recent market and by evaluation others competitive banks. Lack of smooth working environment to create conducive environment to the worker; lack of free discussion and appraisal, the presence of unfair activity, dispute, and ambiguity in any activities of the organization were reported. To solve the problem of unfair distribution of benefits, preparing mini discussion or meetings was suggested.

In relation to salary pay and benefit packages, as compared to other banks, the study showed the bank salary payment and benefit package is lower compared to the market. Of the benefit package, the bank provision to transport allowance is lower.

Thus, from the foregoing, the bank's strategy on salary payment and benefit strategy needs to be reviewed against the market.

Concerning whether the bank conduct exit interview to staff leaving the bank service, it was revealed exit interview was made when its staff left the bank; as a result, ex-employees leave the bank because of the low salary scale of the organization. Here, it can be observed having exit interview is important to have a reflection for the work force running the business, which could be a good input to revisit the underlying problems causing high staff turnover.

Regarding the relationship between the management and the worker most of the time the management and employees have smooth relationship. But, it was said, in some situations of unfair activities of the management, the relationship used to be rough.

In relation to the opinion what the bank should do to improve the challenge of the increasing staff turnover, it was advised that the bank should consider to carry out salary survey so as to review its pay and benefit package of employees and to determine what areas need to improve to retain staff it recruit.

For the forgoing, the bank has to feel the increasing rate of staff turnover to be a problem and conducting a study and taking corrective measure. It is something the bank needs to fix the challenges it is facing in managing its human resources.

CHAPTER FIVE

5. SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Major findings

The main objective of the study was to assess and analyze employee turnover and to know the reasons for the employee's turnover in the Lion International Bank S.C. Besides, in order to point out the possible solutions to the problems mentioned. Furthermore, in this study the researcher has taken the data of employees of Lion International Bank S.C target population. From the total of three thousand seventy (3070) employees, the investigator identified three hundred fifty-four (354) employees as a sample using random sampling technique.

The writer mainly used a questionnaire to the staff, structured interview to the management, human resource, and to collect the necessary information and data. Accordingly, the major findings of the study summarized as follows.

- The study revealed that the bank does not provide adequate salary payment and benefits such as bonus, allowances and others. To this end 91.6% of the respondents reacted as the rate of bonus provision is low and very low. Because of this, most of the employees are obliged to leave the bank. As a result, it is statistically significant and is the determinant factor of employee's turnover.
- opinion of employees about the working environment and opinion about pay scale had association with the intention of turnover. In which of the total study participants who were not satisfied with the working environment, 87.8% had the intention to quit their job.
- Employee's opinion about their relationship with the management is poor which is rated 86.4%. Thus, it is statistically significant which is less than 0.05.

5.2. Conclusion

- In relation to work environment of Lion International Bank S.C the research questions were assessed. The study showed the majority of employees have less than five years' experience, which predicts high employees' turnover.
- Concerning the determinant factors to the turnover of employees is employee's dissatisfaction with pay scale and benefit package. Here, one can infer the salary payment

which is the most sensitive part to the respondents needs consideration from the banks side to help employee to stay in the bank. In addition to that, respondents ranking of the benefit package unfair can damage the relationship of the management in particular and the employees in general. It should also be taken as one of the motivational factors for the employees. Moreover, specially, there are complaints with regard to bonus distribution among branches. Though, it is measured the measurement is not clear to every members of the bank which can also be a push factor to turnover of employees.

- In relation to the employee's access to promotion and career advancement, the large portion of employees do not feel as the promotion of the bank is proportional, this implies that employees will have the impression to go to the other competitor banks that turnover appeals in some extent.
- Moreover, the study depicts that there is unduly line management intervention in the decision-making process of staff while doing their jobs, low management response to staff complaints and unfair relationship amongst management and staff.
- After the analysis of data in the previous section, the following factors were found to be the key drivers of high employee turnover. Thus, the research question has been assessed as follows. These are: -
 - o The compensation and benefit package is not satisfactory to the current living standards. This can be the cause of high employee's turnover.
 - o The existing mutual understanding between subordinates and employees is not organizational goal oriented since it was discovered that there was no enough supervision and feedback on individual performance.
 - o There are no significant motivational activities like award ceremony for outstanding performance and long years of service and commitment.
 - o The findings show that employees are not treated equally and fairly. These kinds of discrimination cause dissatisfaction and create poor relationship between the administrative bodies and employees which affects the quality of service.

5.3 Recommendations

- The salary structure of employees has to be matched with the work load and responsibility given to each employee.
- The bank has to conduct the amount of periodic review of employee's salary and benefits; it has to take measures to make the working environment attractive and retain employees who have the intention to leave.
- Managers have to strive to provide superior leadership in their practice keep communication lines open and support the entire staff
- The bank has to give a serious attention to its human resource and order the human resource department to conduct a research on voluntary staff turnover to take the necessary measures.
- When employees leave the organization, the management has to minimize the cost and the negative impact of unwanted turnover. In order to do this, managers in particular, the bank in general, should find out the reasons behind the employees' turnover which help them to apply appropriate human resource principle and minimize the turnover of the organization.
- To avoid the above stated problem the human resource management should work strongly with HRM Policy

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Appendices

Appendix A.

ቅድሰት ማሪያም ዩኒቨርሲቲ የድህረ ምረቃ ትምህርት ቤት

ይህ ቃለ-መጠይቅ በአንበሳ አንተርናሽናል ባንክ አክሲዮን ማህበር እንዲሞላ የተዘጋጀ ነው። የቃለ-መጠይቁ ዓላማ የድርጅቱ ሠራተኞች ሥራን ለመልቀቅ እንዲያስቡ ተፅእኖ የሚያደርጉ ምክንያቶችን ለማሰስ ነው። ጥናቱም የሚካሄደው ለአካዳሚክ (ለትምህርታዊ) ጉዳይ ብቻ ነው። ስለሆነም የሚሰጡት ምላሾች ሚስጥራዊ ናቸው። የሥራ ሠዓትዎንና የዕረፍት ጊዜዎን በመሰዋት፤ በራስ ፍቃደኝነትና ታማኝነት ይህን ቃለ-መጠይቅ ለመሙላት በመተባበርዎ በቅድሚያ የላቀ ምስጋናዬን አቀርባለሁ።

አጠቃላይ መመሪያዎች:- በቃለ-መጠይቁ ላይ ስምትንም ሆነ ማንነትዎን የሚገልጡ መረጃዎችን አይጻፉ። ይህ ቃለ-መጠይቅ ተሞልቶ ለአጥኚው አካል በተቻለ ፍጥነት እንዲመለስ ይጠበቃል። ለቀረቡት ጥያቄዎችም ሁሉ መልስ እንዲሰጡበት ይጠበቃል። ሁሉም መልሶችዎ አጥኚው ለሚያደርገው ጥናት ማጠናቀቂያ እጅግ በጣም ጠቃሚ ናቸው።

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ለሚያደርጉልኝ ትብብር ደግሜ አመሰግናለሁ!

ክፍል I: የመልስ ሰጪዎች የግል መረጃ

እባክዎ እንደ የግል መረጃዎ ዓይነት በጎን በተቀመጡት ሣጥኖች ውስጥ “X” ምልክት ያድርጉ።

1. ጾታ:-	ወንድ	<input type="checkbox"/>	ሴት	<input type="checkbox"/>								
2. እድሜ:-	18 - 30	<input type="checkbox"/>	31 -40	<input type="checkbox"/>	41 -50	<input type="checkbox"/>	51-60	<input type="checkbox"/>				
3. የትምህርት ሁኔታ:-	ከ8-12	<input type="checkbox"/>	12 ያጠናቀቀ	<input type="checkbox"/>	ለመጣ	<input type="checkbox"/>	ዲግሪ	<input type="checkbox"/>	ዲግሪ	<input type="checkbox"/>	ዲግሪ	<input type="checkbox"/>
4. የጋብቻ ሁኔታ:-	ያላባ	<input type="checkbox"/>	የባ	<input type="checkbox"/>	የተፋታ	<input type="checkbox"/>	ሞት የተለየ	<input type="checkbox"/>				
5. የስራ ልምድ:	ከ 3 ዓመት በታች	<input type="checkbox"/>	3 -5 ዓመት	<input type="checkbox"/>	5-10 ዓመት	<input type="checkbox"/>	10 ዓመት በላይ	<input type="checkbox"/>				
6. የወር ደመወዝ :	ከ 5000 በታች	<input type="checkbox"/>	5000-8000	<input type="checkbox"/>	9000-15000	<input type="checkbox"/>	15000-22000	<input type="checkbox"/>	ከ 22000 በላይ	<input type="checkbox"/>		

S.No	Item	Scale				
		በጣም ከፍተኛ	ከፍተኛ	መካከለኛ	መካከለኛ	በጣም ዝቅተኛ
1	የሚሠሩበትን የስራ አካባቢ ለሥራ ፍላጎት ከሚኖረው አመቺነት አንጻር እነዴት ይመዘኑታል?					
2	የስራ ቦታዎ አካባቢ ከብክለት የነፃ ከመሆኑ አንጻር ምን ያህል ነው ይላሉ?					
3	በስራ ቦታዎ አካባቢ ምን ያህል የተመቻቸ የካፍቴሪያ አገልግሎት ያገኛሉ?					
4	የስራ ቦታዎ ከአደጋ የነጻ ከመሆኑ አንጻር ሲመዘኑት ምን ያህል ነው ይላሉ?					
	በቂ ክፍያ እና የተለያዩ ጥቅማ ጥቅሞች ከሠራተኛ ፍልሰት ጋር ያላቸውን ግንኙነት የሚያሳዩ ጥያቄዎች					

5	መስሪያ ቤቱ ለሥራዎ የሚከፍልዎት ክፍያ ምን ያህል ተመጣጣኝ ነው ይላሉ?					
6	መስሪያ ቤትዎ በሚያደርገው ዓመታዊ የደመወዝ ጭማሪ ምን ያህል ደስተኛ ነዎት?					
7	መስሪያ ቤትዎ ትርፋማ በሚሆንበት ወቅት ለሰራተኞች በነሰ/ማነቃቂያ ከመስጠት አንጻር ሲመለከቱት ምን ያህል ነው?					
		በጣም እስማማለሁ	እስማማለሁ	መልስ አልሰጥም	አልስማማም	በጣም አልስማማም
8	መስሪያ ቤትዎ ለሠራተኞቹ በቂ የሆነ የትራንስፖርት አገልግሎት/አበል ይሰጣል?					
9	መስሪያ ቤትዎ ለሠራተኞቹ በቂ ማካካሻ /ጥቅም ጥቅም/ ይሠጣል ብለው ይስማማሉ?					
		ጣም ጥሩ	ጥሩ	ደህና	አነስተኛ	በጣም አነስተኛ
10	የሚከፈልዎት ደመወዝ ከሌላ ተመሳሳይ ካምፓኒ ጋር ሲነጻጸር ምን ያህል ነው?					
		በጣም ከፍተኛ	ከፍተኛ	መካከለኛ	መካከለኛ	በጣም ዝቅተኛ
11	መስሪያ ቤትዎ በሚከፍልዎት ደመወዝ ምን ያህል ደስተኛ ነዎት ?					
12	የሚከፈልዎት ደመወዝ ካለዎት የስራ ልምድ አንጻር ምን ያህል ተመጣጣኝ ነው ይላሉ?					
13	በቂ የሆነ ማካካሻ /ጥቅም ጥቅም ያለማግኘት ለሠራተኛ ፍልሰት ምን ያህል አስተዋጽኦ አለው?					
	የደረጃ እድገት ከሰራተኛ ፍልሰት ጋር ያለውን ግንኙነት የሚያሳዩ ጥያቄዎች					
14	በሥራ ቆይታዎ የደረጃ ዕድገት የማግኘት ዕድልዎ ምን ያህል ነው ብለው ያስባሉ?					
15	በእርስዎ እይታ የመ/ቤቱ ሠራተኞች የደረጃ እድገት የማግኘት ዕድላቸው ምን ያህል ነው ይላሉ?					
		ጣም ጥሩ	ጥሩ	ደህና	አነስተኛ	በጣም አነስተኛ
16	በሠራተኞች መካከል የሚደረገው የደረጃ እድገት ውድድር ፍትሃዊ በሆነ መንገድ ከመስራት አኳያ እንዴት ያዩታል?					
		በጣም እስማማለሁ	እስማማለሁ	መልስ አልሰጥም	አልስማማም	በጣም አልስማማም
17	የእርስዎ የአሰሪዎ/የስራ መሪዎ/ የሥራ ግንኙነት ገንቢ እና ጤናማ ነው?					
		በጣም ከፍተኛ	ከፍተኛ	መካከለኛ	መካከለኛ	በጣም ዝቅተኛ
18	አሰሪዎ/የስራ መሪዎ/ የሠራተኞቹን ፍላጎት የማወቅ አቅሙ ምን ያህል ነው?					
		ጣም ጥሩ	ጥሩ	ደህና	አነስተኛ	በጣም አነስተኛ
19	በየሥራ ክፍሉ ያሉ ሠራተኞች እርስ በእርስ ከመግባባት አኳያ ያላቸው ግንኙነት ምን ይመስላል?					
20	በአሰሪውና በሠራተኛው መካከል ያለው የስራ ግንኙነት ምን ይመስላል?					
21	በእርስዎና በቅርብ አለቃዎ/አሠሪዎ/መካከል ያለው የስራ ግንኙነት ምን ይመስላል?					
		በጣም እስማማለሁ	እስማማለሁ	መልስ አልሰጥም	አልስማማም	በጣም አልስማማም

22	በመስሪያ ቤትዎ በአሰሪውና በሠራተኛው መካከል ያለው የስራ ግንኙነት አዎንታዊና አስደሳች ነው።					
		በጣም ከፍተኛ	ከፍተኛ	መካከለኛ	መካከለኛ	በጣም ዝቅተኛ
23	ከስራዎ ጋር ተያያዥነት ባላቸው ጉዳዮች ላይ ውሳኔ በመስጠት ምን ያህል ይሳተፋሉ?					
		ጣም ጥሩ	ጥሩ	ደህና	አነስተኛ	በጣም አነስተኛ
24	አሠሪዎ/የሥራ መሪዎ/ ሠራተኞችን በአግባቡ ከመምራት አኳያ የአሠራር/የአመራር ዘዴው/ምን ይመስላል?					
		በጣም እስማማለሁ	እስማማለሁ	መልስ አልሰጥም	አልሰማም	በጣም አልሰማም
25	በሚቀጥለው ዓመት ምን አልባት አዲስ ስራ እገባለሁ።					
26	ብዙውን ጊዜ የዚህን መስሪያ ቤት ስራ ማቆም አስባለሁ።					
27	በሚቀጥለው ዓመት ያለመታከት አዲስ ስራ እፈልጋለሁ					

28. በአጠቃላይ ስለ ስራ አካባቢዎ ያለዎትን ተጨማሪ ሀሳብ ካልዎት ይግለጹ።

29. እርስዎ ከስራ ቢለቁ፣ ይህንን መስሪያ ቤት ለመልቀቅም ምክንያቱ ምንድነው? በቅደም ተከተል ቢያስቀምጧቸው

ሀ. የደመወዝ ማነስ ራጫና ጅምር ችግር
 መ. ሌላ ካለ ይግለጹ _____

30. በእርስዎ እይታ መ/ቤትዎ ለሁለም ሠራተኞች እኩል የዕድገት ዕድል ያመቻቸል/ይሰጣል/ ብለው ያስባሉ? ካልሆነ በምን መልኩ ነው የሚሰጠው?

31. መ/ቤቱ ለሠራተኞቹ የሚሰጠው ዕድገት ምንን መሰረት አድርጎ ነው ብለው ያስባሉ? በቅደም ተከተል ቢያስቀምጧቸው

ሀ. የስራ ብቃትን ለ. የትምህርት ደረጃን
 ሐ. የግል ቅርርብን መ. የአገልግሎት ዘመንን

32. በእርስዎ እይታ መ/ቤትዎ ለሁለም ሠራተኞች እኩል የዕድገት ዕድል ያመቻቸል/ይሰጣል/ብለው ያስባሉ? ካልሆነ በምን መልኩ ነው የሚሰጠው?

Appendix B

St. MARY'S UNIVERSITY SCHOOL OF GRADUATE STUDIES

DEPARTMENT OF GENERAL MBA

This questionnaire is prepared to be filled by employees of Lion International Bank (LIB) Share Company. The objective of the questionnaire is to assess the Determinant causes of Employee Turnover of Lion International Bank (LIB) Share Company. The study will be undertaken for an academic purpose only. Your responses are confidential. I highly appreciate your provision of valuable time to fill the questionnaire honestly and sincerely.

General directions: Please, do not write your names or any identifying information on the questionnaire. This questionnaire is expected to be filled and returned back to the researcher as fast as possible. Please, give response for **all** the questions. Your responses are very important for the researcher to accomplish the research study.

Researcher's contact address: Email address: **yitayesh@yahoo.com** ; phone number: **09132155582**

Thank you in advance for your cooperation!

PART-I: PERSONAL INFORMATION OF THE RESPONDENTS

Please put "X" symbol in the provided box as per to your personal information

BACKGROUND INFORMATION

Section I: Demographic profile of respondents

Please indicate the following by ticking "X" on the spaces in front of the response options:

1 . Gender :	Male <input type="checkbox"/>	Female <input type="checkbox"/>				
2 . Age :	18 - 30 <input type="checkbox"/>	31 -40 <input type="checkbox"/>	41 -50 <input type="checkbox"/>	51-60 <input type="checkbox"/>		
3 . Education Level :	8 – 1 <input type="checkbox"/>	12 Comple <input type="checkbox"/>	Diplon <input type="checkbox"/>	First Deg <input type="checkbox"/>	2nd Deg <input type="checkbox"/>	<input type="checkbox"/>
4 . Marital Status :	Single <input type="checkbox"/>	Married <input type="checkbox"/>	Separated <input type="checkbox"/>	Widow <input type="checkbox"/>		
5 . Work Experience :	Below 3 years <input type="checkbox"/>	3-5 year <input type="checkbox"/>	5-10 year <input type="checkbox"/>	Above 10 year <input type="checkbox"/>		
6 . Salary :	Below 5000 <input type="checkbox"/>	5000 - 8000 <input type="checkbox"/>	8000 - 15000 <input type="checkbox"/>	15000 - 22000 <input type="checkbox"/>	Over 22000 <input type="checkbox"/>	

S.No	Item	Scale				
	Opinions of employees about the relationship between working environment and employee turnover.	Very High	High	Medium	Low	Very Low
1	How much are you satisfied with your working environment in terms					

	of its conduciveness for work flow?					
2	How do you rate the working environment of your company in terms of its protection from pollution?					
3	How do you rate the company's provision to cafeteria service?					
4	What do you feel about the working environment in terms of its safety provision?					
	Opinion of employees about pay scale and benefit package relation to turnover					
5	How do you rate the pay scale of your company in relation to your job?					
6	How far are you satisfied with the annual salary increment of your company?					
7	How do you rate your company in terms of its provision to bonus when it is profitable?					
		Strongly Agree	Disagree	Neutral	Disagree	Strongly Agree
8	"Your organization gives adequate transport service / transport allowance"					
9	Do you agree your organization provides adequate benefits or bonus to its employees?					
		Very good	Good	Fair	Poor	Very poor
10	How do you rate your basic salary with the salary of employee in other similar organization?					
		Very High	High	Medium	Low	Very Low
11	How far you are happy/satisfied with the salary you are paid?					
12	How far the salary you are paid is reasonable with your experience?					
		Very High	High	Medium	Low	Very Low
13	How far inadequate benefits provided to employees by your organization contribute to turnover?					
	Opinion of employees about promotion					

14	How do you rate' access to promotion employees in your company?					
		Very good	Good	Fair	Poor	Very poor
15	What do you feel about the company's fairness during employee's job promotion?					
16	How do you rate the company's fairness on employee's competition on promotion?					
	Opinion on cause of Employee turnover Employees' opinion on management with employee relationship	Strongly Agree	Disagree	Neutral	Disagree	Strongly Agree
17	The relationship between you and your supervisors is healthy.					
		Very High	High	Medium	Low	Very Low
18	How do you rate the degree of leader's ability to understand their subordinate's interest?					
		Very good	Good	Fair	Poor	Very poor
19	How do you rate the relationship among staff members?					
20	How do you rate the relationship between supervisors and subordinates?					
21	How do you rate the relationship between you and your immediate supervisor?					
		Strongly Agree	Disagree	Neutral	Disagree	Strongly Agree
22	There is positive and desirable relationship between supervisors and subordinates.					
		Very High	High	Medium	Low	Very Low
23	How much you have a share in decision making concerning your job?					
		Very good	Good	Fair	Poor	Very poor
24	How do you feel about the leadership style of your supervisor?					
	Levels of turnover intention	Strongly Agree	Disagree	Neutral	Disagree	Strongly Agree

Appendix C

St. Marry's University College

Faculty of Business

Department of Management

Interview Questions for the **management Administrative** Bodies of the Organization

1. What do you feel about the rate of turnover in this company?
2. What are the factors you think are contributed for the rise in employees' turnover in this bank?
3. How do you see your salary pay and benefit package as compared to the market?
4. It is known that you conduct exit interview to employees who leave the organization. What is their response?
5. What does the relationship between the management and the workers look like?
6. What do you advise to decrease staff turnover we have in the bank?

Thank you for your cooperation

Appendix D

ቅድስት ማርያም ዩኒቨርሲቲ ኮሌጅ ቢዝነስ ፋኩሊቲ

ማኔጅመንት ዲፓርትመንት

ለሰው ሐይል ክፍል የቀረበ ቃለመጠይቅ

1. በዚህ መ/ቤት ውስጥ ስላለው የሠራተኛ ፍልስጥ ምን ይላሉ?
2. ለሰራተኞች ፍልስጥ መጨመር ምክንያት ምንድን ነው ይላሉ?
3. የድርጅቱ የደመዘና ጥቅማ ጥቅም ከገበያ አንጻር እንዴት ነው ይላሉ?
4. በዚህ ድርጅት ውስጥ ሠራተኞች ሲለቁ መጠይቅ እንደሚደረግ ይታወቃል። የሠራተኞች ምላሽ ምንድን ነው?
5. በማኔጅመንቱና በሰራተኛው መካከል ያለው ግንኙነት ምን ይመስላል?
6. ከድርጅቱ ለቀው የሚሄዱ ሠራተኞች ቁጥር መጨመር ለመቆጣጠር ምን እርምጃ ቢወሰድ ጥሩ ነው?

ለትብብርዎ አመሰግናለሁ።