



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

**CAUSES AND EFFECT OF EMPLOYEE TURNOVER IN
BOTTLING COMPANIES: A PARTICULAR REFERENCE
WITH ONE-WATER BOTTLING COMPANY**

BY

BETHLHEM ALEMU ASFAW

AUGUST, 2020

ADDIS ABABA, ETHIOPIA

**CAUSES AND EFFECT OF EMPLOYEE TURNOVER IN
BOTTLING COMPANIES: A PARTICULAR REFERENCE
WITH ONE-WATER BOTTLING COMPANY**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL OF
GRADUATE STUDIES, IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER'S IN BUSINESS
ADMINISTRATION**

BY

BETHLHEM ALEMU ASFAW

AUGUST, 2020

ADDIS ABABA, ETHIOPIA

ST.MARY’S UNIVERSITY
SCHOOL OF GRADUATE STUDIES

**CAUSES AND EFFECT OF EMPLOYEE TURNOVER IN
BOTTLING COMPANIES: A PARTICULAR REFERENCE
WITH ONE-WATER BOTTLING COMPANY**

BY

BETHLHEM ALEMU ASFAW

APPROVED BY THE BOARD OF EXAMINERS

1. _____

Dean, Graduate studies

Signature

2. _____

Advisor

Signature

3. _____

External Examiner

Signature

4. _____

Internal Examiner

Signature

DECLARATION

I, the under signed, declare that this thesis is my original work, prepared under the guidance of Abraraw Chane (PhD). All sources of material used while working on this 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 type of degree.

Name

Signature and Date

ENDORSEMENT

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

Advisor

Signature

Contents

ACKNOWLEDGMENT.....	i
ACRONYMS.....	ii
LIST OF TABLE.....	iii
List of Figure.....	iii
Abstract.....	iv
CHAPTER ONE.....	1
INTRODUCTION.....	1
1.1. Background of the Study.....	1
1.2. Statements of the Problem.....	3
1.3. Objectives of the study.....	4
1.3.1. General Objective.....	4
1.3.2. Specific Objectives.....	5
1.4. Research Questions.....	5
1.4.1. Main research question.....	5
1.4.2. Specific research questions.....	5
1.5. Significance of the Study.....	5
1.6. Scope of the Study.....	6
1.7. Organization of the Study.....	6
CHAPTER TWO.....	7
LITERATURE REVIEW.....	7
2.1. Theoretical Review.....	7
2.1.1. Employee Turnover.....	7
2.1.2. Causes of employee's Turnover.....	7
2.1.3. Organizational Effectiveness.....	15
2.1.4. Employee turnover and organizational Performance.....	16
2.2. Empirical Review.....	19
2.3. Conceptual Framework.....	21
CHAPTER THREE.....	22
RESEARCH METHODOLOGIES.....	22

3.1.	Research Design and Approach	22
3.2.	Target Population, Sampling Technique & Sample Size	22
3.3.	Source of Data and Instrument.....	23
3.4.	Method of Data Analysis	23
3.5.	Reliability test	23
3.6.	Ethical Consideration	24
CHAPTER FOUR.....		25
DATA ANALYSIS AND INTERPRETATION		25
4.1.	Descriptive Statistics of Cause & Effect of Employee Turnover.....	25
4.1.1.	Demographics of Respondents.....	25
4.1.2.	Causes of Employee Turnover	29
4.1.4.	Inferential Statistics of Cause & Effect of Employee Turnover	37
4.1.4.1.	Assumption Tests of Ordinary Least Square (OLS)	37
4.1.3.2.	Regression Analysis.....	40
CHAPTER FIVE		42
CONCLUSION AND RECOMMENDATION		42
5.1.	Conclusion	42
5.2.	Recommendation	43
REFERENCE.....		44

ACKNOWLEDGMENT

First and for most I would like to honor Almighty God for giving me health and strength to complete this thesis. Also, I would like to thank my advisor Abraraw Chane (PhD) for his guidance and constructive comments from the beginning of the research proposal to the completion of the thesis paper. I wish to acknowledge staff of One Water Company (Abbahawa Trading) who helped me in providing information and evidences for this thesis work. Thanks to all my friends for their support and encouragement while doing this thesis. Finally, I acknowledge the support of all my families and friends from the beginning to the end.

ACRONYMS

ECAE

HRM Human Resource Management

HRHuman resource

OLS Ordinary Least Square

PLC Private Limited Company

SPSS Statistical Package for Social Science

U.S. United States

UK United Kingdom

VIF Variance Inflation Factor

LIST OF TABLES

Table 3.1 Reliability Statistics	23
Table 4.1 demographics of respondents	26
Table 4.2 information on current status of employee turnover	27
Table 4.3 factors of employee turnover in rank	29
Table 4.4 employees perception towards work environment	30
Table 4.5 description of employee perception towards payment	31
Table 4.6 employee benefit at one-water	32
Table 4.7 career development at the organization	33
Table 4.8 employee job satisfaction at one-water	34
Table 4.9 training and development activities at one-water	35
Table 4.10 quality of leadership and supervision at one-water	36
4.11 turnover intention at the organization	37
Table 4.12 test of multicollinearity	38
Table 4.13 test of heteroskedasticity	38
Table 4.14 test of autocorrelation	39
Table 4.15 cause of employee turnover, regression result	41

List of Figure

Fig 2.1 Conceptual framework	21
Fig 2.1 test of normality	39

Abstract

This research is conducted to in pursuit of understanding the cause and effect of employee turnover; specifically to assess the patterns of employee turnover, assess the major factors that contribute for employee, examine the effect of employee's turnover on organizational performance. Methodologically, the study employed an explanatory research design, where both qualitative & quantitative and data were employed; data were collected from 114 respondents using self-completion questionnaires. Accordingly, out of the total respondent data was collected 64 percent of them were male and the rest 36 percent are female. Apparently, the proportion of age and education status of respondents indicates majority of the employees are in the active working age group; apparently, the employee's education qualification also indicates the employees of the organization are well educated. Moreover, majority of employees believed that employee turnover in the organization is high due to low salary, bad working environment and better opportunity and majority of the employees don't want to stay in the organization if they got another opportunity. Furthermore, working environment, pay and benefit are the first three ranked factors of employee turnover followed by career development, job satisfaction and training and development. The regression analysis estimated by OLS model also shows among the anticipated six variables four of them had a significant effect on employee turnover; accordingly, the pay policy, employee benefit and career development had a significant and negative effect on employee turnover; however, training and development had a positive and significant effect on employee turnover intention.

Key words: Employee turnover, ONE-WATER, Cause

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

For all organizations, turnover intention of employees has become one of the major challenges. To develop the understanding of multifaceted phenomena, researchers have formulated different models of employee turnover across the world. Organizations all over the world are giving more attention and importance to this issue as they know that high level employee's turnover; slow down the performance of the employee's as well as organization. Besides, it inflates the expenses related to recruitment and new employee training (Chen, Lin, & Lien, 2010). Employee turnover is a persistent aspect of the market. Employee turnover influences both firms and their workers: firms have to incur the expenses on recruiting and training of new employees, while employees may have to learn specific skills relating to new jobs. Incoming employees on the other hand may be more highly skilled and better educated. Therefore, employee turnover may increase organizational performance, an opportunity which has fascinated limited awareness in the existing literature, which concentrate on the impact of employee turnover rather than on the organizations (Sarah, Gaia, & Christopher, 2007).

Turnover has proved to be a drain of profit of an organization; similarly Nib Insurance Company is also vulnerable to turnover related problems. Obviously, firms lose their main productive resources where there is labor turnover. The cost of recruitment and training is long term investment and employees recruited and trained today cannot be productive same day, the learning curve can be longer or shorter depending on the individual workers. In other words, hiring and training of new employees is more expensive than retaining skilled and experienced employees. According to Martin, (2005) when employees leave the company, the employer has to incur a considerable amount of direct and indirect expense. The costs of employee turnover can be staggering ranging from consuming quite a substantial amount of annual wage that an employer would otherwise pay to its workforce (Linda, 2002). The costs of employees turnover normally includes; advertising expenses, headhunting fees, resource management expenses, loss of time and efficiency, work imbalance, and employee training and development expenses for new joiners (Harrie, 2002). The company may quarterly calculate employee turnover rates to

meliorate the factors causing the turnover (Miller, 2006). If the company determines the most common causes of employee turnover, it would certainly be able to take the necessary steps for recruiting and retaining well-qualified personnel (Armstrong, 2006).

One water PLC is established by Abbahawa Trading Plc, a coffee exporting company with a capital of 200 million Br. The company launched its product on 2015; the company was established in Sebeta town, 25Km southwest of Addis Abeba, where it has leased a 13,000sqm plot of land from the Oromia Regional State; the plant rest on 9,322sqm. Of the total investment, 150 million Br was used for the construction of the factory, acquisition of machinery and delivery trucks. The money will also be used for working capital. The rest of the money was used to buy preforms which will be used for the making of the bottles. The plant will have machinery that will produce 0.62lt of water, with a manufacturing capacity of 14,000 bottles an hour. The company can now pack 14,000 bottles of water an hour, for daily production of 280,000lt. But it is already working on an expansion which could see it increasing its production capacity by 10,000 bottles an hour. Furthermore, the company will draw underground water from one 186m deep borehole at Mogle Mountain, which could give 15lt of water per second. The company has entered in to the sector after realizing that there is a gap in demand and supply of bottled mineral water. The company delivers its product in different bottle size, 0.4lt, 0.6lt, one liter, 1.5lt and two liters, as well as 20lt. The company is eyeing distribution in Addis Abeba and other regional towns(Endeshaw, 2019).

This water is among one of the 57 products that are listed under those that have to meet compulsory standards, with the bottlers having to pass through an inspection by ECAE. So far 32 have been certified, according to an official at the ECAE. The company is hire 160 people as permanent workers. The expansion includes building two plants to manufacture plastic bottles and caps Mogle Bottled Water Manufacturing, bottler of One Water, is set to triple its production capacity and manufacture plastic bottles and caps. The expansion will enable the company to bottle 96,000 bottles of water an hour, up from the current 32,000 bottles. It will also enable the company to manufacture 18,000 plastic bottles and 20,000 caps an hour. The company has imported three pieces of machinery from Tech-Long packaging that produce 10,000, 18,000 and 36,000 bottles of water an hour(Ayele, 2019).The expansion will open additional job opportunities for 140 temporary and 261 contract employees. This will be an addition to the

current 414 permanent and 161 contract employees at the company, which started production in 2015 by packing 18,000 bottles an hour.

As the observation made in the organization and information gathering from the human resource department with in the last two years the company had more than expected level of turn over including professionals and labor; therefore, in considering the value of employees in the productivity of any organization this paper intended to assess the cause and effect of employee turnover in one water company.

1.2.Statements of the Problem

In today's competitive business world, it is considered to be an important task to manage employee turnover for any organization. Managing turnover successfully is an essential to achieve the organizational overhead goals. Significant amount of research has been undertaken to understand the major causes of employee's turnover and retentions mechanisms that organizations should develop. Most of these studies were carried out by developed countries and few developing countries. Some studies indicated that every aspect of organizations is employees because turnover of employee leads to incurring of costs. High turnover has become a problem for both private and governmental organizations.

Employee turnover can be harmful to a company's efficiency if skilled workers often leave the organization and the work population contains a high percentage of novice workers (Armstrong, 2009). According to a research study carried out by the Ministry of Energy in conjunction with the United Nation Development Program (Maxwell, 2010), statistics revealed that for the last 2 years, more than 35% of employees working for private sector organizations exited to other companies. The efficiency of many organizations has thus been threatened by huge costs/expenditure incurred on recruitment and selection of new staff to replace the work force gap created by the leaving employees (Premeaux, 2000). The importance of maintaining qualified employees for the success of organizations is not a new theme. What is relatively recent is the increase in interdependence of various social actors and society as a whole (Grant & Parker, 2009).

According to Oregon (2004) most companies find that employee turnover can be reduced when issues affecting employee's morale are addressed. This is mainly through offering employees

benefits such as reasonable flexibility with work and family balance, performance reviews, and performance based incentives, along with traditional benefits such as paid holidays or sick days (Murphy, 2009). The extent to which a company will go to in order to retain employees depends not only on employee replacement costs, but also on overall performance of the company (Phillip, 2009). If a company is not getting the performance it is paying for, replacement cost can be an enormous price to pay in the long run (Bratton, 2003). According to Maxwell (2010), a key problem to employees' turnover is that the organization loses the most experienced and skilled staff that the organization had invested heavily in training on various organization job task functions. This therefore means that, the organization must incur huge costs in terms of time and finance to train the newly recruited staff in order to make them effectively adapt to organization working environment and demonstrate the required skills and experience.

According to the informal discussions that the researcher had with employees and human resource managers of the company and also as part of the organization, it indicated that turnover is becoming one of the major problems for the company. These firms have lost a number of their fruitful employee due to several reasons. Even so, no study has ever been conducted in finding out the relationship between turnover of employees and organizational performance except the interim and annual reporting of turnover. In this regard, the most of the informal discussion revealed that the reasons for turnover have been excessively attached to low salary and unproportional work load. However, the researcher doesn't admit that only low salary and excessive work load alone cannot be considered as a major underlying reason for the observed high rate of turnover in the organization taking into account the science of human resource management. Therefore, this study has been launched with the intent of assessing all the possible underlying relationship between employee turnover and organizational performance at Abahawa trading PLC specifically one water company.

1.3.Objectives of the study

1.3.1. General Objective

The general objective of this study is to assess the cause and effect of employee turnover

1.3.2. Specific Objectives

More specifically, this research is intended to have the following objectives:

- To assess the patterns of employee turnover
- To assess the major factors that contribute for employee turnover in one-water bottling company
- To examine the effect of employees turnover on organizational performance

1.4. Research Questions

1.4.1. Main research question

- What are the causes and effect of employee turnover?

1.4.2. Specific research questions

- What are the patterns of employee turnover?
- What major factors are contributing for employee turnover in one-water bottling company?
- What are the effects of employees turn over on the Enterprise

1.5. Significance of the Study

The study is significant to different parties especially to the management of One-water in understanding the real causes of employee turnover in the organization. It will also provide a holistic picture of existing challenges; opportunities in the employment systems of the company. Moreover, the study will also provide information on the determinants of employees' turnover in relation to bottling companies. Therefore, it would shed light on required efforts to mitigate the employees turn over at one-water Company. It also helps other researchers who want to conduct further study on the subject matter as well as specifically in the bottling industry. The information generated might also help a number of organizations including the Ethiopian bottling industry, research and development organizations, traders, policymakers, extension service providers, government and non-governmental organizations to assess their activities and redesign their mode of operations and ultimately influence the design and implementation of policies and strategies which are related to employment aspects.

1.6.Scope of the Study

This study gives emphasis on the causes and effect of employee turnover in One-water bottling company Addis Ababa. Conceptually, this study mainly focuses on the professional and non-professional (laborers) employees, contract-based employees, and sales agents. Geographically, the study focuses on the employees of One-water at the factory office and agent offices (if there is any) located in Addis Ababa only. Furthermore, if the researcher got the opportunity to reach ex-employees who left the organization, the researcher interviews them also.

1.7.Organization of the Study

The study will be organized into five chapters. Chapter one is the introductory chapter that covers the background of the study, problem statement, research questions, objectives of the study, scope & limitations of the study. Chapter two presents a review of the literature on the causes of employee turnover from different sources. Subsequently, a description of the study area and methodologies are presented in Chapter three. In Chapter four, a descriptive result is presented and discussed in detail. From the main findings of the study conclusion and recommendations are drawn and presented in chapter five.

CHAPTER TWO

LITERATURE REVIEW

2.1.Theoretical Review

2.1.1. Employee Turnover

Many literatures define employee turnover in different ways; among all those definitions the following are some of them; According to Armstrong (2006) labor turnover is a measure of the rate of change of an organization's workforce, on the other hand, Anthony (2006) refers to the ratio of leavers to the average numbers employed during the course of the year. Still another scholar named Kondalkar, (2007) defines employee turnover as a ratio comparison of the number of employees a company must replace in a given period of time. It is the ratio of the number of workers that had to be replaced in a given time.

Turnover refers to retirement, resignation and redundancy. Employee turnover is considered to be one of the persisting problems in organizations (Armstrong, 2009 cited in Hana and Lucie,2011). The turnover means that another organization may gain a new knowledge employee who can become its competitive advantage. The loss of knowledge thus is a threat for the former organization, which increases the significance of knowledge continuity (Hana and Lucie, 2011). Internal factors such as facilities in the organization and external factors (attractive factors such as salary and other benefit packages in external market) should be taken in account to reduce the turnover rate. More specifically, the following points stated as causes of turnover. Ineffective communication about job expectations, inability to listen well and ask the right questions respectfully, wage problems, under-utilization of skills, adverse working conditions, and lack of opportunity for advancement through seniority, lack of well-organized training program (Petrillose, 1998).

2.1.2. Causes of employee's Turnover

Employee turnover basically occurs due to unhappiness of an individual employee from job environment. Being unhappy is not merely the reason in a job, why individuals leave one job for another job. There are many reasons that cause employees to leave their organization. According

to kim, Kim, & Rhee, (2017), better pay and prospects, personal reasons, career-related issues, company-related issues, market factor, job-related issues are the main reasons for employees to leave their organization. Also Mamun, Abdullah, & Hasan (2017) stated that the relationship between employees and management or the nature of the management leadership style is also another reason for most employees to quit. A poor relationship with the management can be an important reason for the employees to leave their jobs. It is relatively rare for people to leave jobs in which they are happy even offered by higher salary elsewhere as Rehmany (2012)demonstrated. In this case, we may conclude that employer-employee relationship plays a vital role on turnover.

Ampomah and Cudjor (2015) revealed that employees voluntarily resign their employment in an organization for various reasons which can be either the pull or push factors and sometimes, it can also be the mixture of both the pull and push factors. The pull factors include the attraction of a new job especially in a growing economy. In such cases, it is the availability of alternative jobs that attracts an employee to withdraw from a particular organization while the push factor may be dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere. Job satisfaction is the attitude of employees towards his/her job. Job satisfaction is a major factor to analyze performance of an individual towards his work. Satisfied workers are productive workers who contribute towards building an appropriate work culture in an organization and have low level of turnover. An analysis of the reasons for leaving derived from exit interviews will also provide useful information on which to base retention plans. Exit interviews aim to establish why people are leaving, not to persuade them to stay. The reasons for leaving can be more pay, better prospects (career move),more security, more opportunity to develop skills, better working conditions; poor. If the employees possess the skills that are in demand, they may be awarded higher pay, better facilities or job growth prospective. So it is very important to recognize and know the difference between those employees who leave the job because they are not satisfied with their job and those employees who leave their job for other reasons(Ibrahim, Usman, & Bagudu, 2013). Some of the important factors that contribute to employee turnover are;

2.1.2.1. Firm Stability

A Sign of firm's stability or instability is one factor among many other factors responsible for the strength of employee turnover by level of employee satisfaction. The dependability signature highlights there is a sign that workers can stay with the firm for a long time period. On the other hand, if the firm is inconsistent or unstable in attaining its goals and objectives, then the same process can be disgusting as well (Zuber, 2001). Organizations that are experiencing a high level of ineffectiveness or instability can have high levels of employee's turnover rate (Alexander, J. B. & Nuchols, 1994).

2.1.2.2. Pay level

Pay has a true alliance between employers and employees that help the organizations to apprehend and view decisions which assist in achieving the preset plans and objectives. Though, the idea of paying the employees is divided into two sections, one is external equity and second one is internal equity. External equity means those employees who are waging similar depending on their position, though the organizations may be different. It can help the organizations retain and magnetize its employees. Internal equity refers to the employees that are paid a similar position to work at a same pay scale. Some employees feel injustice without internal equity in the organization's environment, which leads to a greater employee's turnover rate in the organization (Pritchard, 1969).

2.1.2.3. Industry

The industry itself is surrounded by one of the causes which relate various dependent aspects that can impact employee's turnover rate in the organization. Several research studies have been conducted explaining various dimensions as market reflection, economic factors which are related to that industry as well as long term industry future aspect. Taplin, Winterton, & Winterton, (2003) conducted a research on British industry of clothing concluded that various aspects having an impact on employee turnover of the organization where those that had a direct influence on that industry.

2.1.2.4. Work situation

Employment status is the most conventional issue which is recognized to be the main issue for the employee's turnover. According to the faith of some consultants, the most essential influence on employee satisfaction associated with the work is the character of the work itself, which is the inherent characteristic of work as it is the most critical aspect of the financial executing individual life (Judge & Watanabe, 1994). Employee self-satisfaction associated to the job characteristics highlights some important factors as job challenge, scope of work, the diversity of work and job retention are other ground aspects which finally varies from person to person depending upon their environment and approaches (Houghton, Boston, MA, F., & Ferris, 1987).

2.1.2.5. Training and Supervision

Employees always need direction and guidance. Those who are newly recruited need extra guidance in learning different jobs. Likewise, absence of training programs may cause employees to fall behind their performance level and realize that their skills are missing (Ibrahim, Usman, & Bagudu, 2013). Chiang, Back, & D(2005) said that training of employees is associated with employee decisions to remain in the organization. He additionally researched and concluded that employee turnover has a direct relationship with job satisfaction; he further said that job satisfaction has a direct relationship with training provided to organize employees. This shows that job satisfaction has a significant relationship with an employee turnover rate. On the other hand, the quality of training programs provided to the organization's employees shows an indirect relationship with an employee's plan to remain or give up the organization. He recommended that training of employees' is the main root for the success of an organization. The employee's turnover rate could be reduced by training the employees' and to keep talented people with them. Pakistan's telecommunication sector is facing the problems of employee retention as rate of employee turnover is rising alarmingly. Now a day's retention of employees in telecommunication sector is becoming very difficult. No organization can be successful in any sector until and unless the strategies are adopted by the management to reduce the turnover rate efficiently and effectively (Aiza & Abdus, 2013).

According to Paul (2004), training and development is a function of human resource management concerned with organizational activity aimed at bettering the performance of

individuals and groups in organizational settings. It has been known by several names, including "human resource development", and "learning and development. New-hire Induction and staff development are two essential requirements for job preparation which are mandatory from the employers. The preparation of the job starts from recruitment (Bratton, 2003). Those employees who begin their jobs without any form of orientation are most likely unaware of workplace policies and procedures that they can benefit from. Additional training throughout the employment relationship helps the employee to update skills and become more productive and produce efficient workforce. When employees lack the training necessary to become more productive, their performance suffers and they will either leave of their own volition for jobs that provide training and employee support or they will be terminated for poor performance (Armstrong, 2006a).

Employees must have the necessary tools to perform their duties. This includes the proper equipment, machinery and computer technology as well as adequate lighting, work space and ergonomically-correct seating. Poor working conditions due to physical elements lead to low productivity and overall job dissatisfaction. The latter, particularly when left unaddressed, leaves employees feeling unappreciated and they ultimately leave (Bratton, 2003). According to Moureen (2004) work environment is also one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why they jump from company to company in just a few months. If they find an appropriate work environment in a specific company, they may work in the same organization for several years.

Homer, (2007) contends that safe working environment leads to increased level of employees' job satisfaction and helps the origination to retain employees for a long time. Unsafe working environments like non-standard work environments have a wider range of types and styles. Some nonstandard environments have a lot in common with standard ones. For instance, in the case of a construction site, there is no activity without the workers and it is typically empty when no one is working. On the other hand, this environment is often outside and temporary, two factors that separated it from a common office. Horton, (2007) argued that work environment is often described as good or bad. A good environment is a place where the workers feel at ease and appreciated. Workers in these sorts of environments are often more productive and happy. A bad

work environment is a location where the worker feels under-appreciated, threatened or unsettled. Due to the nature of these environments, there is often a high worker turnover rate, and the workers typically fail to live up to their potential.

2.1.2.6.Lack of Career Development

According to the U.S. Department of Labor, (2009) 64 percent of Americans who leave their jobs say they do so because they don't feel appreciated. Gupta (2008) reported that almost 70 percent of people in the United States say they receive no praise or recognition in the workplace. A study by Chartered Institute of Personnel Development (2009) found out that, in UK, employee turnover is extremely costly to companies with large numbers of employees. In the banking industry, employee turnover can also mean the loss of valuable customer relationships. Understanding this, Zions Bank traditionally monitored employee satisfaction using periodic paper-based surveys and by encouraging employees to manually submit comments and suggestions (Chartered Institute of Personnel Development, 2009). A study by Robert (2007) found out that, fair pay is a major part of any employee turnover management strategy employed by many organizations. Workers will not be motivated to stay in a job where their skills are underappreciated and underpaid. In times of economic difficulty for a business, workers may also be more likely to stay on with a job if it is clear that everyone in the company is taking a fair share of cutbacks; if managers are buying new cars and bragging about bonuses while lower-level employees are subject to furloughs and pay cuts, loyalty will quickly vanish (Robert, 2007).

A study by Miguel, (2008) suggested that providing opportunities for career growth can also help increase staff retention levels. Good employees often have great ambition, and need to have the opportunity to learn and grow in order to stay motivated. Keeping a great employee in a low-level job because of his or her superior work is a good way to lose him or her; chances are, someone else in the industry will recognize the employee's skill level and be only too happy to offer more money and a more responsible position (Abraham, 2009). Hiring for upper level positions from inside a company can be a good way to ensure that people are motivated to stick around (Miguel, 2008). Miguel (2008) suggested that employees can be motivated by things like staff suggestion boxes, employee of the month competitions, and other small concepts. While these can be useful as part of an overall workplace strategy, they can appear disingenuous, cheap, and condescending if employees do not already feel respected and important to the company. It

is important to avoid gimmicks that give the appearance of motivation while serious workplace conflicts are unaddressed.

According to Armstrong (2003) Lack of potential for advancement or promotions has caused many mid-level executives to leave companies. They prefer companies where there is career mobility and increased compensation packages. Companies need to evaluate and analyze their succession planning policies in a way that is deemed to be fair and based on performance. Organizations should seek to manage employees' perceptions of career opportunity if they wish to retain career-oriented employees. If organizational career paths do not lead to opportunities that match those desired by employees, they may choose to look for alternative jobs in the hopes that another organization will offer more desirable job paths. Given the high costs associated with staffing and turnover, expenditures for development support may be well justified, but only when employees perceive that there are career opportunities within the organization that match their career goals and interests (Cascio, 2003).

In another contribution Donald (1999), explained that existence of career development opportunities like staff training in organizations helps to minimize employee turnover rates. This view was supported by Harris (2002) who affirmed that in every organization, there are generally two groups that direct the career development process: upper management and human resource personnel. Managers, for example, might have the responsibility of making sure the needs of a business coincide with the employee's career goals to achieve an overall balanced work atmosphere. They will often identify the skills, experience, and knowledge employees need in order to provide their best possible work. Cascio (2003) poses that Human resource (HR) personnel are often responsible for providing career development information programs for employees and offering of study leave to employees helps to promote career development in organization. Professional networking is usually important, and as a result, employees might get tools to start networking from the HR department. HR managers also usually provide a compensation structure that compliments business needs but also allows individual career growth. For example, employees who have exhibited a certain improvement or growth in needed skills might be promoted and given a raise.

2.1.2.7.Lack of Employee Motivation

Armstrong, (2003) contends that motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organization. An understanding of the applied psychology within a workplace, also known as organizational behavior, can help achieve a highly motivated workforce. Fair promotion conducted on bases of performance greatly motivates employees and a key demotivating factor to employees is failure by the organization management to carry out promotion on basis of performance and merit.

Georgi, (2004) affirmed that proper job description influences development of clearly defined employees roles and responsibilities and this eliminates cases of over tasking employees hence improving the level of employee motivation, existence of ineffective employees roles and responsibilities overburdens most of the organization employees and leaves some employees with little role to play in execution of organization functions. Paul (2004) argued that job rotation helps employees to develop adaptive since employees who are not exposed to job rotation programs lacks an opportunity of learning adaptive skills when exposed to work in different environment. Dubois (2004) on the other hand argued that management that is not committed in offering praise and recognition to deserving employees leads to lack of rewarding of hard working employees and this lowered the morale of most employees.

According to Buttrick (2009) two types of behaviors can occur during motivation: intrinsically motivated behavior and extrinsically motivated behavior, intrinsically motivated behavior as behavior that is performed for its own sake, the source of the motivation is actually performing the behavior, and motivation comes from doing the work itself and extrinsically motivated behavior as that performed to acquire material or social rewards or to avoid punishment and thus employees who are working purely for monetary purposes are an example of extrinsically motivated (Dubois,2004). Murphy, (2009) affirmed that application of ineffective performance appraisal systems influences rewarding of non performing employees since they are rated to be the best and this demotivates most of the hardworking employees whose efforts are not recognized. In the motivation equation, input, performance and outcome are key factors that contribute to high motivation. Inputs are anything an employee contributes to the job or organization, such as time, effort, education and experience. Outcomes are anything an employee gets from a job or organization, such as pay, job security and benefits. Organizations hire based

on inputs. High performance levels contribute to the organization's efficiency, effectiveness and overall goals. Managers use outcomes to motivate people to contribute inputs.

2.1.3. Organizational Effectiveness

Organizational effectiveness is mostly an expression used by the researchers. Also, it is the most extensively researched problems since organizational theory was developed early. Organizational effectiveness was extracted from organizational behavior theory which was established in 1950s. Regardless of some harmony, still there is a significant lack of consensus on the operationalization and the definition of the concept. Fulfilling organization's objectives without incapacitating resources of an organization is the definition of organizational effectiveness. Among management researchers point of view, organizational effectiveness is regarded as explaining the goals, describing resources and shape if the organizational goals met (Muhammad, Naseer, Sheraz, & Mahfooz, 2012). (Yankey & McClellan, 2007) explained that organization's effectiveness is the degree to which the stated objectives and goals of an organization are met and in the process how well it performed. (Muhammad, Ghafoor, & Naseer, 2011) stated that the organization's effectiveness is the theme of how useful an organization is in attaining the outcomes, the organization wishes to produce. (Muhammad, Ghafoor, & Naseer, 2011) also narrated that the effectiveness of an organization is a theoretical concept and it is impossible to determine. Instead of assessing organizational effectiveness, the organizations establish proxy measures and further used as a tool to represent organizational effectiveness. Such things may be included as management efficiency, the employee's performance, employee's core competencies, number of employee's served and population segments with respect to types and sizes served (Muhammad, Naseer, Sheraz, & Mahfooz, 2012). (Herman & Renz, 1998) explained that organizational effectiveness theory can be abridged as the expansion of substitutes to or alterations of what is called goal model of efficiency and effectiveness and elucidation of the theoretical dimensions on the organizational effectiveness.

(Herman & Renz, 1998) also explained that the supposition of organizational effectiveness shows multifaceted history. It can be concluded as the expansion of alternatives to or alterations of what is called goal model theory of effectiveness. (Katou, 2008) considered the organizational effectiveness by researching that how HRM supports in increasing the efficiency and effectiveness of the organization. Research study results narrated that HRM policy that engages

job analysis, talent management, job description, job design, rewards, incentives, compensation, training programs help to enhance the effectiveness of the organization. A Study conducted by (Tzu & C, 2007) explains that there exists a positive relation between bonuses, reward systems, other financial benefits and organizational effectiveness. High rate of employee turnover decreases the organization's incentives for providing employee training programs and hence reduces productivity. Job matching theory on the other hand, states that employee turnover can be helpful for employees and employers to stay away from being locked in matches of sub optimal permanently, which as a result increases productivity (Muhammad, Muhammad, & Aisha, 2013). Employee's job turnover rate varies from organizations to organizations. Sometimes an employee's turnover advantages organizations positively. This happens only when a poor employee is replaced by a skilled employee and when an older employee is replaced by a talented and younger one. Employee turnover can be costly as it demands different costs to take account; as recruitment, administrative costs, covering cost in such a period there is a opportunity of job, new employee training cost etc (Ibrahim, Usman, & Bagudu, 2013). Employee's job turnover is an interesting topic for many academics and researchers because it has a negative impact as turnover (Fahad, Salman, Zain, & Muhammad, 2013). Those organizations which conduct proper training programs for their employees, having a higher success ratio and employee turnover ratio are less. Employees are quite satisfied with their jobs show greater dedication and less support to leave the job (O Reilly & Chatmen, 1986). Employee's job turnover increases because of employees in offices were chiefly at fault, committing errors because they were unable to follow the procedures and they were incompetently handled the circumstances; putting the organization employees in, by poor planning such a pressure is created and at the end increase in employee turnover and decreases organizational effectiveness (Muhammad, Muhammad, & Aisha, 2013).

2.1.4. Employee turnover and organizational Performance

Employee turnover is the most important activity of human resource of a firm in which management is eager to censure. The reason for making a purposeful resistance is because of reality that organizations make sufficient investment in their employees in the shape of development, training, workflow, reimbursement planning and building of viewpoint to achieve objectives and goals of the organization. Though, the increasing consequences of employee turnover can cause an effect on the organization's growth, the expense of managing as shown in

most cases is reflected on income statement bottom line, showed a downward tendency in effectiveness. As a result, human resource management view is actively determining the descending wave of the firm's turnover rate (Ghulam, Syed, & Zainab, 2012). From managers and academic point of view employees' turnover has received considerable attention in organizations. Its main focus is to understand its causes. The supposition is inherent in this approach that employee turnover is focused by definite, identifiable features of workers, firms, tasks and markets. By developing rules to highlight these characteristics, leaders/managers might lessen the incidence of employee turnover in their relevant organizations. As highlighted by few observers, though, the results of employee turnover have received considerably less concentration from researchers (Staw, 1980).

In 2011, merely 12 studies had tested and reported curvilinear relationships between turnover and performance (Hausknecht & Trevor, 2011). Some studies found no evidence of a curvilinear relationship between turnover and firm performance in samples such as teachers (Shevchuck, Leana, & Mittal, 2007) and call centers (Batt & Colvin, 2011). Others found evidence for an inverted U-shaped relationship, yet only in specific samples such as part-time employees of retail stores (Siebert & Zubanov, 2009), employees working in temporary job agencies (Glebbeck & Bax, 2004) and teachers (Meier & Hicklin, 2007). Finally, still others found support for a negative but attenuated relationship among samples of production workers, truck drivers and retail employees (Shaw et al., 2005; Ton & Huckman, 2008). Hence, it was concluded that the existence of a curvilinear relationship was doubtful at best considering the lack of clear and consistent evidence pointing in this direction (Hausknecht & Trevor, 2011).

Theoretical perspectives on the relationship between employee turnover and organizational performance are rooted in multiple disciplines, including psychology, sociology, economics, and generic management (Hancock et al., 2013; Park & Shaw, 2013). The most dominant perspective on the employee turnover–organizational performance relationship emphasizes the dysfunctional effects of employee turnover and predicts a linear negative relationship between employee turnover and organizational performance. That is, “turnover rates at any levels hurt organizational performance” (Park & Shaw, 2013). With a recognition that modern organizations need to survive in a knowledge-based economy, scholars predict the potential negative consequences of employee turnover in organizational performance with three different

orientations (Hancock et al., 2013). First, employee turnover incurs monetary costs to organizations: Organizations need to spend additional expenditures to hire and train new employees to replace former employees (Allen, Bryant, & Verdaman, 2010; Dalton & Todor, 1979; Staw, 1980). Second, human capital theory suggests that employees' accumulated knowledge and skills are of great significance in maintaining organizational performance (Becker, 1993; Strober, 1990). For this reason, losing employees' who have more experience in their job will lead to a negative outcome in organizational performance. Third, as social capital theory suggests, employee turnover may disrupt the social relations that employees typically use in sharing knowledge and information and these relations are essential in pursuing organizational goals more effectively (Szreter, 2000).

Organizations that experience the loss of employees are thus thought to suffer a decreasing performance. In addition, turnover decisions may involve additional socialization costs for newly hired employees to obtain the equivalent level of social relations which existing employees have (Park & Shaw, 2013). Social capital often acts as a club good by excluding new members in existing social relationships in organizations (Aldridge, Halpern, & Fitzpatrick, 2002).

Butali, Wesang and Mamuli (2013) explained that staff turnover is inevitable and is bound to exist in all industrial units even in those organizations where salary and working conditions are extremely attractive and satisfactory. However, high staff turnover is a serious problem and therefore should be treated carefully. High staff turnover adversely affect both employer and employees. The analyses made by Ferreira and Almeida (2015) shown that the consequence of staff turnover in such a way that it is costly for organizations. Every time an employee quits, a replacement must be recruited, selected, trained, and permitted time on the job to gain experience. These costs are not the only negative influences caused of turnover but also it has a tremendous challenge on performance of the organization as well. This challenge may specifically would be much more pronounced when it is a manufacturing industry which is typically identified by a twenty four hours functioning and having different departments which are responsible to get the job done in a stepwise manner.

Staff turnover can have a negative effect on an organization performance. It can lead to a loss of productivity, profitability, corporate knowledge, and skills and competencies. In addition, staff turnover is not just an issue for the organization experiencing staff turnover; it can also cause headaches for external organizations communicating with them (Butaliet *et al.*, 2013). Gomez *et al.*, (2001) have stated that employee turnover has somehow negative as well as positive consequences in any organization. To further explain this, the negative consequences can be seen as costs to the organization while the positive consequences are considered as benefit to the organization in a way to avoid incompetent and misbehaving staff members.

On the other hand, performance of organizations encompasses three specific areas of firm outcomes such as financial performance; marketing performance; and shareholder return (Linda 2002). More specifically, profit is one of the financial performance measures in the sense that it is a common means of measuring organizations performance. Whereas, finding adequate market share for the products and services of an organization is also considered as one of the performance measures in relation to the marketing aspect of the firm. Besides, there are a numerous factors that affect the performance in the working area. According to some researchers and practitioners, the factor that may affect the performance of employees at work place has an exclusive nature and function of job satisfaction change, or systematic development or weakening in job satisfaction. It was, therefore, concluded that turnover negatively affected by job satisfaction and performance at the same time. The higher the level of satisfaction; the lower the turnover rate is as explained by Kondalkar (2007). Different researchers have showed the adverse relationship between turnover and performance. The notion that turnover decreases the organizational performance was supported by most researchers (Rehman, 2012; Linda, 2002; and Martin, 2005). Also Linda (2002) suggested that turnover might improve job performance when an employee who planned to quit is being inefficient, as to the study made by Peggy and Bernard (2016), the prevalent relationship between turnover and performances a negative one.

2.2. Empirical Review

Asegid (2018) make assessment on employee turnover and organizational performance and the possible interaction between them. More specifically, the main purpose of this study was to assess the relationship between turnover of employees and organizational performance at Shintes ETP Garment Plc which is found in Addis Ababa Bole Lemi Industrial Park and owned by

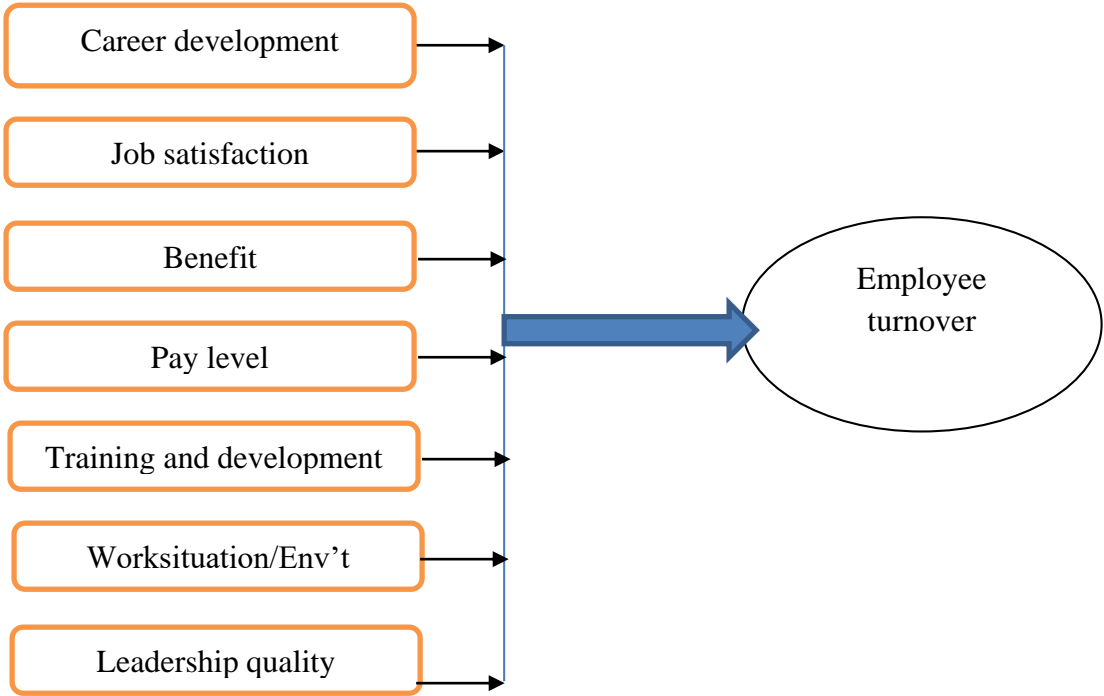
Korean investors. The study adopted a descriptive survey research design. In the course of the study, the researcher selected a sample of 205 employees of the factory from the total of 4019 employee population working in it using a stratified and systematic random sampling techniques to all employees except the corporate managers, who were selected in a census approach, in a way that it provides equal chance for all the employees to be selected for the study in which case generalization of the findings to the overall organization were possible. Consequently, the data gathering tools prepared for the study were employed i.e. semi-structured interview items to corporate managers and questionnaires to all other employees. The data collected were then presented, analyzed and interpreted both qualitatively and quantitatively. More specifically, the study indicated the existence of high level of turnover in the industry and its strong influence on organizational performance was also justified by both the qualitative and quantitative analysis. Therefore, the study found out that low pay and benefit packages, employee-organization relationship, repetitive nature of the job, absence of job rotation, motivation, incompatibility of working culture between the owner and majority of employees, poor recruitment and selection procedures as the major causes for turnover. On the other hand, the influence of turnover was manifested in high cost of recruitment, training, productivity and quality of production. The company is attempting to put into place strategy like free lunch service to reduce turnover but it didn't bring the desired outcome. Besides, the company is planning to build up dormitories for the employees' with the intent of retaining them which still seems restrictive when it comes to the privacy and choice of employees.

Ahmed, Sabir, Khosa, Ahmad, & Bilal (2016) analyze the reasons of employee turnover in the telecommunication sector of Pakistan. The target population for this research study was the employees of telecom sector of district D.G.Khan and Multan. For this study, survey method was adopted by floating questionnaire which served as a tool for collecting research data. The researches results have revealed that employee turnover depending upon factors such as (firm stability, pay level, industry, work situation, training and supervision) have significant impact on organizational effectiveness; these factors are correlated with each other as well. This research study has certain limitations which include resources and time constraints, which limit the current research to only D.G.Khan and Multan offices of the telecommunication sector of Pakistan. By using correlation and regression analysis, the current research study found that there

is a significant relationship between employee turnover and organizational effectiveness. To investigate employee turnover in detail, this research article examines the causes of employee turnover, its drawbacks and suggest some strategies on how telecom sector can retain their employees and optimize turnover rate.

2.3. Conceptual Framework

Based on the overall review of related literature and the studies made, the following framework was developed. The framework try to explain in a diagram that in an organization pay level, benefit, career development, job motivation, industry, training and supervision and working situation are the causes of employee turnover.



Source: -organized based on literature review conveyed

Fig 2.1 Conceptual framework

CHAPTER THREE

RESEARCH METHODOLOGIES

3.1. Research Design and Approach

The study employed an explanatory research design. The researcher carried out both qualitative & quantitative study and the research design is cross-sectional design in which data were collected from the respondents using self-completion questionnaires. The research were designed in the way that questionnaires and interview were conducted to sample respondents and the design was particularly important for the study because it helps to describe and interpret the actual events that exist now and existed in the past that influences on the present factors affecting employee turnover. Mixed approaches were used to; this is because the use of quantitative and qualitative approaches in combination provides a better understanding of research problems than either approach alone. In addition, there has been a growth in the interest in mixed methods as well as authors advocating for mixed methods research as a separate design in its own (Creswell & Clark, 2007).

3.2. Target Population, Sampling Technique & Sample Size

The Questioner was distributed to sampled employees of one-water PLC who are currently working at the organization in Addis Ababa, meaning that the researcher took a sample from the current employees. Simple random sampling technique was used to select sampled employee respondents. In the organization totally there were 419 employees; therefore the total population of the study is 419. Out of this total population using the formula of Yamane (1967:886) which is shown below the researcher determine a sample of 114 respondents.

$$n = \frac{N}{1 + N(e)^2} \text{----- Equation 3.1}$$

N = total population (419)

e = sample error (8%, or 0.08)

n = sample

3.3.Source of Data and Instrument

The data was collected from both primary and secondary data sources. Primary data will be collected from sample respondents using structured questionnaires; whereas, the secondary data will be collected from yearly organizational magazine of One-water and different reports where it is related with the employee's turnover in relation with one-water employees turnover data.

3.4.Method of Data Analysis

For the purpose of analysis both quantitative and qualitative data analysis techniques were used; where frequency table, percentage and regression method of data analysis was employed. Furthermore, the collected data will be encoded, processed and analyzed using SPSS version 20.

3.5.Reliability test

Using the most common methods of Cronbach's Coefficient Alpha test method of reliability the test of reliability was performed. The term reliability is concerned about to what extent the assessment instrument or tool produces stable and consistent results (Carmines and Zeller, 1979). Accordingly, as shown in the table below the results of Cronbach's Coefficient Alpha method shows the data collection instrument was 88% reliable.

		N	%
Cases	Valid	114	100.0
	Excluded ^a	0	.0
	Total	114	100.0

a. Listwise deletion based on all variables in the procedure.

Table 3.1 Reliability Statistics

Cronbach's Alpha	N of Items
.880	42

3.6.Ethical Consideration

Bryman and Bell (2011) listed the main 4 ethical principles which should be considered in conducting research. Based on these principles the researcher will not make an act which harms the participants of the research project. All participants in the research will be purely voluntary to give information. Before filling the questioners, respondents will be informed about the objective of the study and the purpose of data collection. Accordingly, the interview will be conducted after asking and getting the consents of the participants. In addition to this, the researcher will take all the necessary caution to avoid violation of the rights of participants and guarantee the anonymity of the respondents.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1.Descriptive Statistics of Cause & Effect of Employee Turnover

4.1.1. Demographics of Respondents

As shown in the table below four variables was assessed under the demographics of respondents, such as gender, age, education and duration of work; accordingly, out of the total respondent were data was collected 64 percent of the were male and the rest 36 are female. Apparently, although the age category of the respondents has four categories, however, majority of them fall between 26 and 40 years. Furthermore, among those sampled respondents 50 percent were single, 44.7 percent were married and 5.3 percent of them were divorced. Apart from these, majority (73.7%) of the respondents were learned their educations up to degree level, 19.3 percent of the respondents were diploma holders and the rest 6.1 and 0.9 percent of the respondents were certificates and MA degree holders. Apparently, 10.5 percent of the respondents work in the organization works for the organization not more than a year; 37.7 percent of the employee respondents work for 3 to 6 years for one-water bottling company. Furthermore, 14 percent of the respondents work for the organization for 6 to 10 years. The proportion of age and education status indicates majority of the respondents are in the active working age group; apparently, the employee's education qualification also indicates the employees of the organization are well educated; this also helps much the researcher in filling the questionnaires.

Table 4.1 demographics of respondents

		Frequency	Percent	Cumulative Percent
Gender	Male	73	64.0	64.0
	Female	41	36.0	100.0
	Total	114	100.0	
Age	18-25	10	8.8	8.8
	26-30	40	35.1	43.9
	31-40	48	42.1	86.0
	41-50	7	6.1	92.1
	51&over	9	7.9	100.0
	Total	114	100.0	
Marital status	Single	57	50.0	50.0
	Married	51	44.7	94.7
	Divorced	6	5.3	100.0
	Total	114	100.0	
Educational level	Certificate	1	0.9	0.9
	Diploma	22	19.3	20.2
	Degree	84	73.7	93.9
	MA/MSc & above	7	6.1	100.0
	Total	114	100.0	
Work Experience at One-water	Less than a year	12	10.5	10.5
	1-2 year	43	37.7	48.2
	3-6 year	43	37.7	86.0
	6-10 year	16	14.0	100.0
	Total	114	100.0	

Apart from the personal information of the employees they were asked about the situation of employee turnover in the organization, accordingly, more than 63 percent of the sampled employees believed that employee turnover in the organization is high; on the other hand, around 30 percent of the respondents replied that the turnover rate could be rate as a medium level. The rest 5.3 percent of the respondents replied that turnover in the company is low. For the high turnover rate the employees anticipate their justification as low salary, bad working environment and better opportunity as replied 55.3, 28.1 and 16.7 percent of the respondent respectively. For this majority (67.5%) of the respondents suggests that employees resign with their intention rather than other form of turnover. Apparently, majority of respondents also says they don't want to stay in the organization if they got another opportunity.

Table 4.2 information on current status of employee turnover

		Freq	Perc	Cumulative
How do you rate employee turnover so far	Very low	1	0.9	0.9
	Low	5	4.4	5.3
	Medium	35	30.7	36.0
	High	29	25.4	61.4
	Very high	44	38.6	100.0
	Total	114	100.0	
If it is high or very high what do you think are the basic reasons?	Low salary	63	55.3	55.3
	Better Oppo.	32	28.1	83.3
	Bad work Env't	19	16.7	100.0
	Total	114	100.0	
If you get another job opportunity, do you want to stay in the organization?	Yes	30	26.3	26.3
	No	84	73.7	100.0
	Total	114	100.0	
What forms of turnover has the company had been experiencing	Dismissals	12	10.5	10.5
	Compulsory	18	15.8	26.3
	Retirements	6	5.3	31.6
	Resignations	77	67.5	99.1
	Death	1	0.9	100.0
	Total	114	100.0	

The research analysis also tried to include the views and opinions of the sample employee respondents how they rate the anticipated factors determine employee turnover; and the comparative analysis is discussed right here. Accordingly, more than 84 percent of the respondents confirmed that the pay level has strong effect on employee turnover; which indicates according to the respondents the pay level of the one-water bottling company contributes majorly for the turnover of its employees. Likewise, benefits provided by the organization also had considerable amount of effect on employee turnover; this was replied by more than 77 percent of the respondents. The sample employee respondents also replied that career development or employee promotion also play its considerable role for employees to leave the organization; close to 55 percent of those interviewed employees comply that the situation actively taking place regarding career promotion and development makes employees to leave the organization. Apart from the above mentioned factors; more than 40 percent of the sampled employees replied that issues related to training and development, supervision and job satisfaction are the other factors which determine employee turnover at a medium extent; while, on average 33 percent replied the three factors determine at high level. With the rate better than all the other factors; according to the response of employees, work environment is the leading and sensitive factor that makes employees to resign from the organization; this was replied by more than 86 percent of the respondent. Giving a rank for the factors based on the response of the respondents; work environment, pay and benefit takes the first second and third factors respectively which determine the employee turnover followed by career development, job satisfaction, training and leadership quality. The analysis shows employees believe and perceive that on the first place what makes employees to resign from the organization is the existing work environment which insight the higher officials to look inside; next to that the pay level of the organization, the pay scale under this circumstance mean that the pay scale of the organization should fit the work load, cost of living as well as rivalry organizations pay scale. In addition to the payment scale the extra benefit package of organizations make employees to retain longer time.

Table 4.3 factors of employee turnover in rank

Factors	Scale					Rank
	1	2	3	4	5	
Pay	0	7%	8.8%	8.8%	75.4%	2
Training and development	0.9%	16.7%	41.2%	36.8%	4.4%	6
Benefits	0%	0%	21.9%	24.6%	53.5%	3
Quality of leadership	7.9%	11.4%	41.2%	31.6%	7.9%	7
Career development	0%	6.1%	28.9%	36.0%	28.9%	4
Job satisfaction	0%	7.9%	41.2%	30.7%	20.2%	5
Work environment	2.6%	4.4%	6.1%	41.2%	45.6%	1
1= don't affect at all 2= affect at minimum level 3=affect at medium level 4= affects strongly 5= Affects very strongly						

4.1.2. Causes of Employee Turnover

As discussed in the literature and methodology part seven credible causes of employee turnover were identified; Payment, Benefit, career development, training and development, Job Satisfaction, Work Environment and Quality of leadership and Supervision. Each of the causes are discussed below in detail;

4.1.2.1. Work Environment

It is arguing in literatures good working environment has significant implication on employee turnover; the descriptive statistics shows, around 81 percent of the respondents replied that they have good perception with the people they are working with and they also had good relationship with their co-workers. Also the horizontal communication in the company is good; this was agreed by 71.9 percent of the respondents. However, it is difficult to say there is good working environment, around 62.3 percent of the respondents replied that there is no good working environment in the organization and 64 percent of the respondents also said that working area are not relaxed and have not productive. In addition to this, although 41.2 percent of the respondents suggest their working area is comfortable, however, 34.2 percent of them were not agree on this thing, meaning that they feel the working area is not comfortable to work. Apparently, 44.7 percent of the respondents suggest that the working area is not safe and secure;

on the other hand, 38.5 percent of the respondents feel their working area is safe and secure. The summary statistics also suggests, with regard to the good working environment 48.33 percent of the respondents agree, 14.68 neither agree nor disagree and 36.95 percent of the respondents disagree.

Table 4.4 employees perception towards work environment

Work Environment	SD	D	N	A	SA	Mean
I like the people I work with	2.6%	5.3%	11.4%	51.8%	28.9%	3.99
There is a good relationship with co-workers	5.3%	2.6%	0.9%	61.4%	29.8%	4.08
Communication in ONE-WATER is good	1.8%	16.7%	9.6%	45.6%	26.3%	3.78
There is a good working environment in ONE-WATER	40.4%	21.9%	10.5%	21.9%	5.3%	2.30
My working area are relaxed and have productive atmosphere	28.9%	35.1%	14%	16.7%	5.3%	2.34
There is good work relation both vertically and horizontally	32.5%	23.7%	29.8%	14%	0%	2.25
My working area is comfortable to work	14.9%	19.3%	24.6%	41.2%	0%	2.92
My working area is safe and secure	26.3%	18.4%	16.7%	28.9%	9.6%	2.77
Total	19.0875	17.875	14.6875	35.1875	13.15	3.053
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.2.2. Payment of Employees

The second anticipated factors were Payments of employees; in this factor four questions were included. Accordingly, more than 61 percent of the employee respondent replied that they were not well satisfied with their current salary, and also they feel they don't paid according to their work experience; whereas, close to 21 percent of the respondents agreed that they are well paid which also considers their work experience. Apart from these, more than 74 percent of the respondent replied that their salary is not equivalent to the service they render; on the other hand,

9.6 percent of the respondent confirmed that they paid in accordance with their service. Close to 70 percent of the sample respondents also said that their payment makes them to feel secure; although, some percent of the respondent had a doubt on that. The summary statistics also shows that 68.19 percent of the respondents didn't comfortable with the current pay of the organization, 15.8 percent of them neither agree nor disagree and 15.99 percent of the respondents had good intention about the pay of One-water.

Table 4.5 description of employee perception towards payment

Payment	Scale					Mean
	SD	D	N	A	SA	
I am well satisfied with my current salary	52.6%	14%	13.2%	12.3%	7.9%	2.09
I am paid according to my work experience	51.8%	10.5%	15.8%	14%	7.9%	2.16
My salary is equivalent to the service I rendered	53.5%	21.1%	15.8%	0%	9.6%	1.91
My pay makes me to feel secure	50%	19.3%	18.4%	4.4%	7.9%	2.01
Total	51.975	16.225	15.8	7.675	8.325	2.042
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.2.3. Benefit Offered For Employees

The third factor that was identified as a determinant of employee turnover was the benefits offered by the organization for its employees. Considering the employee benefit majority (73.7%) of the respondents were not satisfied with the benefit the company is offering recently; whereas, 21.9 percent of the respondents were seems happy the current benefit provided by the organization. More than 70 percent of the respondents said also that in comparison with other related companies the benefit provided by ONE-WATER is much lesser than other related companies, apparently, the benefit package is also not reasonable, this is confirmed by more than 77 percent of the respondents. The summary descriptive statistics also shows that 75.64 percent of the respondents agree and believe with the current benefit package of the organization is not good, 10.07 percent of the organization neither agree nor disagree, and the rest 14.25 percent of

the respondents agree with goodness of the current employee benefit package of the organization.

Table 4.6 employee benefit at one-water

Benefit	SD	D	N	A	SA	Mean
I am satisfied with the benefit I receive	21.1%	52.6%	4.4%	10.5%	11.4%	2.39
Benefit provided by ONE-WATER is better than other related companies	38.6%	39.5%	14%	7%	0.9%	1.92
ONE-WATER provide benefit as most other companies offer	44.7%	28.9%	14%	12.3%	0%	1.94
The benefit package of employees have is equitable	35.1%	42.1%	7.9%	11.4%	3.5%	2.06
Total	34.87	40.77	10.07	10.3	3.95	2.0775
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.2.4. Career development

Career development is one of the factors that could motivate employees for more productivity; in considering this thought the researcher asks about the promotion policy and the practice of ONE-WATER. Accordingly, 77.6 percent of the sampled employees replied that they were not satisfied with career development activities of ONE-WATER; on the other hand, 11.4 percent of the respondents agreed that to some extent they satisfied with the career development activities of the organization. In addition to these, more than, more than 61 percent of the respondents also replied that the career development activities of the organization is not fair and performance based; while close to 36 percent of the respondents think the reverse. Apart from these efforts were not rewarded based on the way they should be, this was confirmed by 70.2 percent of the respondents. The summary statistics can also be described; and hence, 75.8 percent of the respondents disagree with goodness of the current career development activities of the organization, 23.02 percent of the respondents neither agree nor disagree, and the rest 12.92 percent of the organization agree that the current career development activities of the organization.

Table 4.7 career development at the organization

Career development	SD	D	N	A	SA	Mean
I am satisfied with career development activities in ONE-WATER	55.3%	12.3%	21.1%	11.4%	0%	1.89
career development in ONE-WATER is based on performance result	48.2%	13.2%	21.9%	16.7%	0%	2.07
The chance for career development in ONE-WATER is fair	49.1%	14.9%	21.9%	14%	0%	2.01
efforts are rewarded the way they should be	57%	13.2%	27.2%	9.6%	0%	1.96
Total	52.4	13.4	23.025	12.925	0	1.9825
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.2.5. Job Satisfaction of Employees

56.2 percent of the respondents said that they are not satisfied with their current job; however, 36.2 percent of the respondents were happy with their current job. 50 percent of the respondents also said that they don't feel a sense of pride with their job; although, 39.5 percent of the respondents replied that they feel a sense of pride with their current job. Apparently, 39.4 percent of the respondents replied that they are enjoying their current job; however, 48.3 percent of the respondents said that they are not enjoying their current job. The overall descriptive summary statistics also indicates that 65.8 percent of the respondents disagreed that means, they were not well satisfied with their current job, 23.02 percent of the respondents neither agree nor disagree, and 12.92 percent of the respondents agreed that they are satisfied with their current job.

Table 4.8 employee job satisfaction at one-water

Job Satisfaction	SD	D	N	A	SA	Mean
I am satisfied with my current Job	32.5%	23.7%	7%	22.8%	14%	2.62
I feel sense of pride in doing my job	30.7%	19.3%	10.5%	28.1%	11.4%	2.70
I am enjoying doing my job	31.6%	16.7%	12.3%	25.4%	14%	2.74
Total	31.6	19.9	9.93	25.43	13.13	2.68
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.2.6. Training and development

Training and development were also considered as one of the anticipated factor for employee turnover; according to 55.2 percent of the respondents the organization didn't provide training periodically for its employees; whereas, for 12.3 percent of sampled employees the organization provides training periodically for its employees. Apparently, the training given periodically to the employees had direct relationship with the profession of employees, this was confirmed by 45.6 percent of the respondents; on the other hand 52.4 percent of the sampled employee respondents replied that the training given by the organization didn't have a direct relationship with their profession. Furthermore, more than 72 percent of the respondents replied that the training given didn't help them to grow professionally as well as didn't help them to upgrade their skill. With regard to the training and development activities of the organization the summary descriptive statistics suggests that 12.92 percent of the respondents agreed that the training and development activities of the organization is good and well performed, 21.92 percent of the respondents neither agree nor disagree with regard to the training and development activities of the organization, and the rest 12.92 percent of the respondents agreed that the training and development activities of the organization is good.

Table 4.9 training and development activities at one-water

Training and development	SD	D	N	A	SA	Mean
The organization provide training periodically	37.7%	17.5%	32.5%	12.3%	0%	2.19
The training had direct r/ship with my profession	36%	18.4%	29.8%	15.8%	0%	2.25
The training helps me to grow professionally	46.5%	31.6%	15.8%	6.1%	0%	1.82
the training helps to upgrade my skill	40.4%	32.5%	9.6%	17.5%	0%	2.04
Total	40.15	25	21.925	12.925	0	2.075
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.2.7. Quality of Leadership and Supervision

More than 35 percent of the respondents replied that that they were not getting enough supervision by their boss, as well as their supervisors were not quite competent in doing their job; however, on average close to 40 percent of the respondents have a contrary thought of the above sentences. Apart from these, close to 45 percent of the respondents replied that it is not easy for employees to talk with their immediate supervisor about their job related problem & get a solution and the supervisor is not always ready to provide assistant for employees. On the other hand, close to 37 percent of the sample employee respondents replied that it is easy for them to talk with their immediate supervisor about their job related problem & get a solution and their supervisor is also always ready to provide assistant for them. The summary descriptive statistics also shows, with regard to the positive side of the leadership and supervision quality 40.54 percent of respondents disagree, 17.97 percent of the respondents neither agree nor disagree, 41.45 percent of the respondents disagree.

Table 4.10 quality of leadership and supervision at one-water

Quality of leadership and Supervision	SD	D	N	A	SA	Mean
I am getting enough supervision by my boss	27.2%	9.6%	14%	37.7%	11.4%	2.96
My supervisor is quite competent in doing his job	25.4%	10.5%	23.7%	31.6%	8.8%	2.88
It is easy for me to talk with my immediate supervisor about my job related problem & get a solution	30.7%	14%	18.4%	31.6%	5.3%	2.67
My supervisor is always ready to provide assistant for me	36%	8.8%	15.8%	28.9%	10.5%	2.69
Total	29.825	10.725	17.975	32.45	9	2.8
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.3. Employee Turnover Intentions

As discussed well in the methodology part the dependent variable where this study would like to assess is the turnover intention of employees; accordingly as shown in the descriptive statistics in the table below for the question raised whether the respondents were looking for a new job, 59.7 percent of the respondents agreed, 15.8 percent of them disagree and the rest 24.6 percent of the respondents neither agree nor disagree. Apart from this respondents were asked whether they are intended to leave on the next 6 to 12 months, close to 34 percent of the respondents express their agreement to resign after the mentioned period, on average close to 50 percent neither agree nor disagree, and the remaining respondents on average 14 percent of the respondents disagreed. The summary statistics also shows that with regard to leaving the organization 42.4 percent of the respondents agreed, 42.13 percent of the respondents neither agree nor disagree and the rest 10.26 percent of the respondents disagree.

4.11 turnover intention at the organization

Turnover Intentions	SD	D	N	A	SA	Mean
I am looking for a new job currently	13.2%	2.6%	24.6%	27.2%	32.5%	3.63
I have an intention to leave on the next 6 months	8.8%	2.6%	55.3%	14%	19.3%	3.32
I will probably look for a new job after a year	8.8%	10.5%	46.5%	15.8%	18.4%	3.25
Total	10.26	5.233	42.13	19	23.4	3.4
SD = Strongly Disagree D = Disagree N = Neutral A = Agree SA = Strongly Agree						

4.1.4. Inferential Statistics of Cause & Effect of Employee Turnover

4.1.4.1. Assumption Tests of Ordinary Least Square (OLS)

4.1.4.1.1. Test of Multicollinearity

Multicollinearity meant the existence of a perfect linear relationship among some or all explanatory variables of a regression model; the larger the value of VIF_j , the more collinear the variable X_j , if the variance inflation factor (VIF) of a variable exceeds 10, which will happen if R_j^2 exceeds 0.90, that variable is said be highly collinear (Gujarati 2003). Accordingly, the results of the test indicates there is one variable which has a VIF value of greater than 10; the variable quality of leadership and supervision has a vif value of 11.27 which indicate the existence of multicollinearity on this variable. With the existence of multicollinearity it is impossible to run a regression; among many remedial action of avoiding the problem the most common one is removing the variable from the regression, and hence, the variable quality of leadership and supervision is avoided from the regression.

Table 4.12 test of multicollinearity

Variable	VIF	1/VIF
Jsatisfact~n	2.13	0.469185
Career	1.90	0.525018
Payment	1.55	0.645943
TrainingDe~t	1.54	0.648943
Benefit	1.43	0.698993
QualityLea~p	11.27	0.0887311
Wenvironment	1.27	0.786925
Mean VIF	3.012	

4.1.4.1.2. Test of Heteroscedasticity

One of the important assumptions of the classical linear regression model is that the variance of each disturbance term u_i , conditional on the chosen values of the explanatory variables, is some constant number equal to σ^2 (Gujarati 2003). Although there are different ways and techniques to check the existences of heteroscedasticity, for the purpose of this research Breusch-Pagan test was used. The interpretation of Breusch-Pagan test is done using the p values, if the p value is less than 5% significant level it is the indication of heteroscedasticity problem; however if the p value is greater than 5% level of significance it implies there is no a problem of heteroscedasticity. Accordingly, as shown in the table below the results of the test shows that there is a problem heteroscedasticity since the p values is significant. Consequently, consequently, it has been employed weighted least squares to estimates the reasonably accurate test statistics.

Table 4.13 test of heteroskedasticity

Breusch-Pagan / Cook-Weisberg test for heteroskedasticity
Ho: Constant variance
Variables: fitted values of TurnoverSum
chi2(1) = 11.51
Prob> chi2 = 0.0701

4.1.4.2. Test of Normality

In order to run ordinary least square method the error term or residuals must be normally distributed; therefore, in order to test the normality histogram map was used; and as shown in the graph below the residuals are normally distributed.

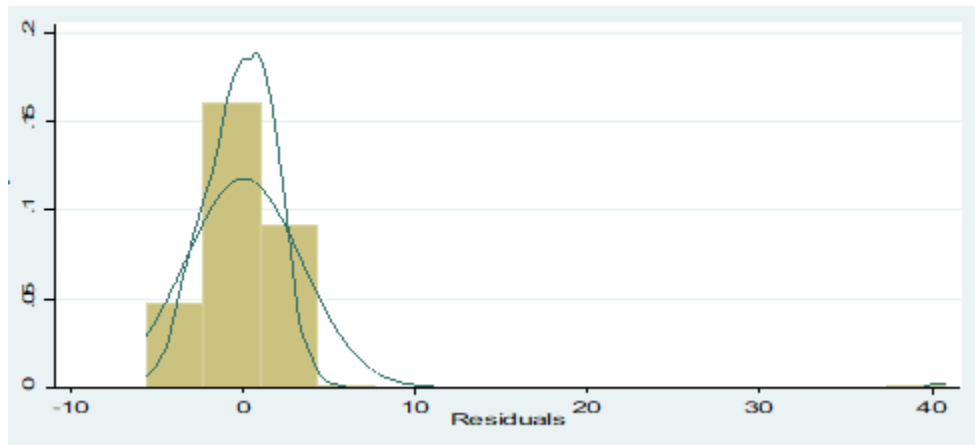


Fig 2.1 test of normality

4.1.4.3. Autocorrelation Test

Although residuals are normally distributed, however there should not also be serial correlation between them. Breusch-Godfrey method is one of the means to test this problem, as shown below in the table the significant value is greater than 5%, therefore, this tells us if it is not significant it is the indication of no serial correlation between residuals.

Table 4.14 test of autocorrelation

Breusch-Godfrey LMtest for autocorrelation			
lags(p)	chi2	df	Prob> chi2
1	31.198	1	0.1100
H0: no serial correlation			

Source: Own survey, 2018

4.1.3.2. Regression Analysis

As the intension of this project stated in the theoretical sections, the major research question was to measure the cause of employee turnover. Particularly, this study analyzes how job satisfaction, career development, Payment, Training and Development, employee benefit and Working environment determine employee turnover. Furthermore, the dependent variable employee turnover was estimated using Ordinary Least Square (OLS) model. The coefficient of determination (R^2) for the model was 0.4810 showing that the model explained 71.33% of the variation in the level of turnover intention and the overall model is statistically significant.

The results of the econometric model estimation revealed that, payment, employees benefit and career development was found to contribute significantly and negatively to turnover intention. In contrast, training and development had significant and positive effect on turnover intention.

Employee payment had a negative and significant effect ($p < 0.05$) on turnover intention, indicating that as the payment of the organization (One-water) becomes worse or lesser the turnover intention becomes higher; this indicates the higher the pay of employees the lower will be the intention of leaving the organization.

The other significant variable is employee benefit; this variable had negative and significant ($p < 0.05$) effect on employee turnover; just like pay, the lower employees benefit the higher will be employees turnover intention; as the employees benefit becomes lower employees will be intended more to leave the organization.

Career development also had negative and significant ($p < 0.05$) effect on employee turnover intention; the analysis indicates the lesser career development opportunities the higher will be employee turnover intention; this means the better employees career development opportunities the lesser would be employees intention to leave the organization.

The last significant variable is training and development activities of the organization, unlike to the other variables this variable had significant ($p < 0.05$) and positive effect on turnover intention; as the organization invest more on employees training and development activities the higher would be employees turnover; this might be because of as the more employees become more trained and equipped with the necessary skill and knowledge the demands of those employees would rise and this cause employees to look outside and search of a better

opportunity. Furthermore, the other two variables job satisfaction and work environment didn't show a significant effect on employee turnover.

Table 4.15 cause of employee turnover, regression result

Source	SS	df	SSMS		Number of obs = 114	
Model	238.187747	6	39.6979578		F(6, 107) = 8.13	
Residual	522.171902	107	4.88011124		Prob > F = 0.0000	
Total	760.359649	113	6.72884645		R-squared = 0.7133	
					Adj R-squared = 0.6747	
					Root MSE = 2.2091	
Turnover	Coef.	Std. Err.	t	P>t	[95% Conf. Interval]	
Payment	-.1699379	.055238	-3.08	0.003	-.2794408	.0604351
Benefit	-.1347183	.0652678	-2.06	0.041	-.2641041	.0053324
Career development	-.1957952	.0675279	-2.90	0.005	-.3296614	.0619291
Job satisfaction	.0921992	.0720344	1.28	0.203	-.0506005	.2349989
Training and Development	.0695247	.1787193	2.57	0.012	.0408948	.3165438
Work environment	-.0215318	.0397235	-0.54	0.589	-.1002789	.0572154
_cons	12.6498	.9989926	12.66	0.000	10.66942	14.63019

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1. Conclusion

This research is conducted to assess the cause and effect of employee turnover; specifically, the research is carried out to assess the patterns of employee turnover, to assess the major factors that contribute for employee turnover in one-water bottling company and to examine the effect of employee's turnover on organizational performance. Methodologically, the study employed an explanatory research design, where both qualitative & quantitative and data were employed; apparently, the research design is cross-sectional design in which data were collected from 114 respondents using self-completion questionnaires. Accordingly, out of the total respondent data was collected 64 percent of them were male and the rest 36 percent are female. Apparently, the proportion of age and education status of respondents indicates majority of the employees are in the active working age group; apparently, the employee's education qualification also indicates the employees of the organization are well educated. Moreover, majority of employees believed that employee turnover in the organization is high due to low salary, bad working environment and better opportunity and majority of the employees don't want to stay in the organization if they got another opportunity. Furthermore, working environment, pay and benefit are the first three ranked factors of employee turnover followed by career development, job satisfaction and training and development. The regression analysis estimated by OLS model also shows among the anticipated six variables four of them had a significant effect on employee turnover; accordingly, the pay policy, employee benefit and career development had a significant and negative effect on employee turnover; however, training and development had a positive and significant effect on employee turnover intention.

5.2. Recommendation

On the basis of the result that has been established and conclusions drawn from the research, the researcher forwards the following recommendations:

The organization (One-Water) shall revise its current pay and benefit procedure after studying the current labor market in the industry in order to address the problem and encourage workers to stay instead of leaving. In addition to this, Promotion shall be based on the performance of the employees. So that the employees will be motivated for their job by keeping in their mind that if they work more they get more. Therefore, the human resource management of the organization shall revise its promotion procedure. Furthermore, the employees shall be given equal opportunity for promotion, for carrier development and there shall be a succession planning.

The management should show its willingness to solve the problems which are raised by employees and make the employees feel belongingness before losing job satisfaction. In order to give quality supervision the organization shall prepare continuous training and development programs for enabling the employees to update them. Furthermore, the company shall facilitate free discussion programs and get-togethers to bring the subordinates and supervisors closer and create a friendly relationship. The management shall work a lot in creating a smooth and conducive working environment by creating a room for free communication with the employees. These will help the employees to openly communicate what they feel and enable the management of the organization to identify the problems and find an early solution before the problem is complicated.

REFERENCE

- Ahmed, Z., Sabir, S., Khosa, M., Ahmad, I., & Bilal, A. (2016). Impact of Employee Turnover on Organisational Effectiveness in Tele Communication Sector of Pakistan. *IOSR Journal of Business and Management*, 18(11), 88–96. <https://doi.org/10.9790/487X-1811058896>
- Aiza, H. R., & Abdus, S. A. (2013). *impact of talent management and employee turnover intention on organizational efficiency- a case of telecommunication sector of pakistan.*
- Aldridge, S., Halpern, D., & Fitzpatrick, S. (2002). *Social capital: A discussion paper.*
- Alexander, J. B., J., & Nuchols, B. (1994). Nursing turnover and hospital efficiency: an organization level analysis. *Industrial Relations.*
- Armstrong, M. (2006a). *A Hand Book of Human Resource Management.*
- Armstrong, M. (2006b). *Human Resource Management Practice* (10, Ed.). London, UK.: Kogan Page.
- Asegid, B. (2018). *Employee Turnover and Organization Performance : The Case of Shintes ETB Garment PLC.* ADDIS ABABA.
- Ayele, B. (2019). Ethiopia: One Water ploughs in to Expansion. Retrieved from www.Allafrica.com
- Becker, M. C. (2004). *Organizational routines: a review of the literature. Industrial and Corporate Change.*
- Bratton, J. (2003). *Human Resource Management, Theory and Practice.*
- Buttrick, B. (2009). vocational guidance in the schools, Career Development. *Journal of Human Resource Management March.*
- Cascio, W. (2003). *Managing Human Resources. Efficiency Quality of Work Life.*
- Endeshaw, D. (2019). Coffe Exporter launches New Bottle Water. *Addis Fortune.*

- Ghulam, M. K., Syed, A. A., & Zainab, F. Z. (2012). The Contribution of Organizational Variables and its impact on Job Turnover and Job satisfaction of Employee's. *Interdisciplinary Journal of Contemporary Research in Business*.
- GRANT, A. M., & PARKER, S. K. (2009). Redesigning work design theories: the rise of relational and proactive perspectives. *The Academy of Management Annals*, 3(1).
- Harrie, G. (2002). *Career Development Interventions in the 21st Century* (1st ed.). Columbus, OH: Merrill Prentice Hall.
- Hausknecht, J. P., & Trevor, C. O. (2011). Collective turnover at the group, unit and organizational levels: evidence, issues, and implications. *Journal of Management*.
- Horton, S. (2007). Introduction- the competency-based movement: Its origins and impact on the public sector. *International Journal of Public Sector Management*.
- Houghton, M., Boston, MA, F., Y., & Ferris, G. R. (1987). *The validity of the job characteristics model: A review and Meta analysis*.
- Ibrahim, A. M., Usman, B. U., & Bagudu, M. W. (2013). Employee Turnover and Its Effects on Organizational Productivity of State Owned Institutions in Niger State. *Journal of Business and Organizational Development*.
- Judge, T. A., & Watanabe, S. (1994). Individual differences in the nature of the relationship between job and life satisfaction. *Journal of Occupational and Organizational Psychology*.
- KIM, S., KIM, J.-N., & RHEE, Y. (2017). Determinants of employee turnover intention: Understanding the roles of organizational justice, supervisory justice, authoritarian organizational culture and organization-employee relationship quality. *International Journal*.
- Kondalkar, V. G. (2007). *Organizational Behavior*. New Delhi, India.: .New Age International.
- Linda, H. (2002). *Aligning Human Resources and Business Strategy* (1st ed.). Butterworth Heineman Oxford.
- Mamun, A., Abdullah, C., & Hasan, N. (2017). Factors affecting employe eturnover and sound

- retention strategies in business organization: a conceptual view. *Journal of Problems and Perspectives in Management*.
- Martin, P. (2005). *Managing Employees Turnover* (9th ed.). New Delhi: Sultan Chand & Sons. Jersey Press.
- Miguel, A. (2008). *Managing People*.
- Park, T., & Shaw, J. D. (2013). Turnover rates and organizational performance: A meta-analysis. *Journal of Applied Psychology*.
- Petrillose, M. J. (1998). *Improving Bottom-line Results by Managing Turnover and Absenteeism*.
- Pritchard, R. D. (1969). *Equity theory: A review and critique*. *Organizational Behavior and Human performance*.
- Rehmany, M. S. (2012). Employee Turnover and Retention Strategies: An Empirical Study of Public Sector Organizations of Pakistan. *Global Journal of Management and Business Research*.
- Sarah, B., Gaia, G., & Christopher, M. (2007). *Labour Turnover and Firm Performance*.
- Shevchuck, I., Leana, C., & Mittal, V. (2007). *Employee retention and organizational performance: the mediating role of organization- and task-specific forms of human and social capital*.
- Siebert, W. S., & Zubanov, N. (2009). Searching for the optimal level of employee turnover: A study of a large U.K. retail organization. *Academy of Management Journal*.
- Szreter, S. (2000). *Social capital, the economy, and education in historical perspective*.
- Taplin, I. M., Winterton, J., & Winterton, R. (2003). *Understanding labour turnover in a labour intensive industry: Evidence from the British clothing industry*.
- Zuber, A. (2001). *A career in food service cons: high turnover*. *Nations Restaurant News*.

APPENDIX

St. Mary's University

School Of Graduate Studies

Questionnaire to be filled by current One-Water BottlingCompanyEmployees

Dear respondents, I am a post graduate student of St. Mary's university and I am conducting a research entitled "*the causes effect of employee turnover in One-Water BottlingCompany*" as a partial fulfillment of post graduate program. The objective of this questionnaire is to collect data from One-Water BottlingCompany employees who will help me in identifying and evaluating the real causes of employee turnover and its effect in One-Water BottlingCompany. So you are invited to give a response to this Questionnaire. The study is undertaken for academic purpose only and I assure you that your responses are held strictly confidential. Information which could reveal your identity will neither be used in the data reporting nor shared for other third party. Therefore, your genuine, honest and prompt response is valuable input for the quality and successful completion of the thesis.

Instruction

1. Please answer by circling or putting a tick (✓) mark inside the given box.

N.B: please don't write your name.

Thank you for your cooperation!

Part I. Demographic profile of respondents

1. Sex Male Female
2. Age
- 18-25 31-40 51 & over
- 26-30 41-50
3. Marital status
- Single Married Divorced Widowed
4. Educational level
- Below grade 10 Certificate Degree
- High school complete Diploma MA/MSc & above
5. How long did you work in One-Water Bottling Company?
- Less than a Year 3-6 year More than 10 years
- 1-3 Year 6-10 Year

Part II. Patterns of turn over

1. How do you rate employees' turnover in One-Water Bottling Company?
- Very low Medium Very High
- Low High
2. If your answer for question no. 6 is high or very high what do you think are the basic reasons?
- _____
- _____

3. Which category of workers by grade have contributed to the highest labor turnover
- A. Senior Managers C. Middle level mangers
 B. Senior level employees D. Junior level employees
4. What forms of employee turnover has one-water bottling company had been experiencing?
- A. Redundancy C. Resignations
 B. Dismissals E. Death
 C. Compulsory F. All of the above
 D. Retirements G. other _____
5. If you get another job opportunity in other organization, do you want to stay in One-Water BottlingCompany?? Yes No
6. What do you think is the basic strength and weakness of the Human resource management of One-Water BottlingCompany?

7. Based on your own observation to what extent do the below listed Variables affect the current turnover rate of One-Water BottlingCompany?

1= don't affect at all 2= affect at minimum level 3=affect at medium level 4= affects strongly 5= Affects very strongly

No.	Factors	1	3	3	4	5
1	Pay					
2	Benefits					
3	Career development					
4	Job satisfaction					

5	Quality of leadership					
6	Training and development					
8	Work environment					

Part III. Causes of Employee Turnover

1 = Strongly Disagree 2 = Disagree 3= Neutral 4= Agree 5= Strongly Agree

	Scale				
	1	2	3	4	5
Payment					
I am Satisfied with current salary					
I am paid according to my work experience					
My salary is equivalent to the service I rendered					
My pay makes me to feel secure					
Benefit					
I am satisfied with the benefit I receive					
Benefit provided by one-water bottlingcompany is better than related companies					
one-water bottlingcompanyprovide benefit as most other insurance companies offer					
The benefit package of employees have is equitable					
Career development					
I am satisfied with career development activities in one-water bottlingcompany					
Career development in one-water bottlingcompanyis based on performance result					
The chance for career development in one-water bottlingcompanyis fair					
efforts are rewarded the way they should be					
Job Satisfaction					

I am satisfied with my current Job					
I feel sense of pride in doing my job					
I am enjoying doing my job					
Training and development					
The organization provide training periodically					
The training had direct r/ship with my profession					
The training helps me to grow professionally					
the training helps to upgrade my skill					
Quality of leadership and Supervision					
I am getting enough supervision by my boss					
My supervisor is quite competent in doing his job					
It is easy for me to talk with my immediate supervisor about my job related problem & get a solution					
My supervisor is always ready to provide assistant for me					
I can say there is good quality of leadership in the organization					
Work Environment					
I like the people I work with					
There is a good relationship with co-workers					
Communication in one-water bottlingcompanyis good					
There is a good working environment in one-water bottlingcompany					
My working area are relaxed and have productive atmosphere					
There is good work relation both vertically and horizontally					
My working area is comfortable to work					
My working area is safe and secure					

Turnover Intentions					
I am looking for a new job currently					
I have an intention to leave on the next 6 months					
I will probably look for a new job after a year					

Part V. Effect employee turnover and mitigation strategies

1. What are positive effects when workers leave an organization?
 - A. Displacement of poor performers
 - B. Infusion of new knowledge in the organization
 - C. Simulation of changes in policies and practices
 - D. If other _____

2. What are negative effects when workers leave an organization?
 - A. Decreased Performance
 - B. High cost of replacement
 - C. Unfulfilled Daily Functions
 - D. High cost to training and development of the new worker
 - E. Other _____

3. In your view what should be done to reduce the employee turnover patterns that are being experienced?
 - A. Increase Salaries of all workers
 - B. Change the leadership styles in use to worker friendly styles
 - C. Reduce the work load by employing more workers
 - D. Provide training and development opportunities
 - E. Other _____

