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**ST. MARY'S UNIVERSITY SCHOOL OF GRADUATES
ASSESSMENT OF CAUSES AND EFFECTS OF EMPLOYEES'
TURNOVER: THE CASE OF AWASH WINE S.C**

BY:

DANIEL TESHAYE

ID: SGS/0144/2012A

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

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APPROVED BY BOARD OF EXAMINERS

_____ Dean, Graduate Studies	_____ Signature
_____ Advisor	_____ Signature
_____ External Examiner	_____ Signature
_____ Internal Examiner	_____ Signature

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ACRONYMS / ABBREVIATIONS

AWSC: Awash Wine Share Company

HR: Human Resources

SPSS: Statistical Package for Social Sciences.

HRBP: Human Resource Business Partner

POD: People Organizational Development Manager

G.C: Gregorian calendar

DECLARATION

I undersigned declare that this study; Assessment Cause and Effects of Employees' Turnover in case of Awash Wine Share Company is my original work, prepared under the guidance of my research advisor Abraraw Chane (PhD). The study has not been submitted for award of any Degree in this or any other Institution. It is in partial fulfilment to the requirement of the program General Master's Degree in Business Administration (GMBA).

Name _____

Signature and Date

St. Mary University School of Graduate Studies

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 and Date

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ABSTRACT

The purpose of this study is to identify the main triggering factors and effects of staff turnover in Awash wine share company to provide possible preventive solutions that help retain employees. The study employed the quantitative and qualitative research design methods. The target population for this study were 89 out of 275 the current professional employees. The sampling technique for managers is purposive (non-probability), and for the non-managers employees random(probability) sampling technique were used.

The descriptive method was employed to gather data from a relatively large number cases within a limited period of time. The instruments used to gather primary data self – administered questionnaires were prepared and interview was used. Before distributing, questionnaires had been commented by 10 senior experts who have research expertise. Corrections were made as per given comment because of these two questions rejected and one is modified. For the secondary Document analysis was made. questionnaires were prepared and Interview was conducted with recruitment manager, personal development and HRBP. Descriptive statistics such as percentage, mean and cross tabulation were employed for data analysis The SPSS version 20 for window is used. Based on the data analysis the following findings were recorded. The main findings indicated main reasons that force employees to leave the organization were: inadequate salary, trainings which were not given fairly and appropriately, dissatisfaction with unmatched position and the skill and knowledge employees have, and the increased loss of experienced and skilled manpower are the main ones.

The findings also indicated the following effects: reduction of performance, loss of experienced and skilled manpower and incurred cost. To minimize these problems the following solutions are recommended. assign employees to different positions based on their qualification, skill, and knowledge they have to the position, motivate, and convince employees to stay in the organization, and participate employees in decision making will help retain employees.

Keywords: Turnover, Employee, Manager, Incentive

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Management of all organization is mainly concerned with what should be done to enhance the contributions of its employees to achieve its objectives. This means maintaining good relations through creating good working atmosphere, providing attractive rewards having good leadership and assigning employees to interesting and challenging jobs (Schuler, 1998:136). Turnover is a serious and costly problem, but it is rarely seen as such by the people who could take action to prevent it (Jenkins S., 1988:44)

The stability of work force has significant bearing on how good employees can contribute the success of the organization. Therefore, managers retain the hired employees; they motivate, innovate, and give incentives, rewards, and benefits. That been the fact still employees leave their jobs. If stability brings certain benefits to an organization, employee turnover (the departing and replacement process) bring list of disadvantage employee turnover could rise because of resignations, dismissals, quits, discharges retirements and death. However, some amount of employee turnover is inevitable and even natural. Particularly when its teams from the retirement of old employees and the accession welcomed to some extent. Death of an employee is also one of the unavoidable factors, which is out of the control of the manager. Avoidable or unavoidable employee's departure means, that the opportunity to obtain any return from those employees in the future suffer loss. And replacement of those employees is quite costly. Moreover, if the departing employee takes those hard-won skills to a competitor, the organizations loss will be compounded.

The organization success in reducing turnover is closely tied to its success in identifying the real reasons why employees choose to leave or stay. (Jackson 1997:309), Conversely, employee's retention is a vital issue and challenge to all organization currently, it remains a crucial issue for the organization because of the costs associated with recruiting, selecting, and training new employees (Allen, Bryant and Vardaman, 2010). Employee retention is the "effort by an employee

to keep desirable workers to meet the business objectives” by keeping the right people on the right jobs (Frank, Finnegan, and Taylor 2004; Hassan et al., 2011). Turnover of employees consists of both voluntary and involuntary. Voluntary turnover is a major problem for organizations in many countries (Syrett, 1994). Porter and Steers (1973) suggested that the issue of met expectations was central to the individual’s decisions to leave an organization. Each employee has his or her own set of expectations upon entering an organization. Should these expectations not be met; the individual will become dissatisfied and leave. Mobley (1977) suggested that a negative evaluation of the present job leads to job dissatisfaction, thoughts of quitting, and an evaluation of job seeking expectation utility and cost quitting.

Having skilled and competent employees is the most important capital for the organizations. This is because human capital influences and shapes the other resources of the organization and at the same time it is affected by them. To be able to shape, control and coordinate production factors, are qualifications and they are only possible through human resources. Without this effective resource, it is simply impossible for an organization to achieve its objective.

Knowing this, many organizations invest a lot on their employees in terms of induction and training, developing, maintaining, and retaining them in their organizations. Therefore, managers at all costs must minimize employee’s turnover. There is a need to develop a fuller understanding of the employee turnover, its causes, effects and how to put strategies in place to solve problems.

Employee turnover can be caused through an employee being dismissed from the organization, an employee resigning from the organization or an employee retiring. Employee turnover is affected by the organizations external and internal environmental factors. As external, increase in demand and better working conditions for skilled labor, the social and cultural factors and the internal (when employees leave their current position and take up new roles or positions within the same organization by promotion or transfer) ones are the organizations structure, reward packages and policies also affect the employee turnover. Just like any other organizations in the Beheavarge sector the human resource of the Awash wine share company has experienced employee turnover. It is a challenge of most organizations which Awash Wine Share company is not an exception.

The present study has been conducted on longest established wine maker in Ethiopia history it is on Awash Wine share company. This study identified the causes and effects of professional employees’ turnover. Awash wine s.c is one of the victims this high staff turnover and has been losing competent staffs leave the organization. So far to the author’s knowledge, a study has not been conducted before

in the AWSC regarding staff turnover and its effects, but anecdotal information indicates that there is a high staff turnover in the company. It was observed that frequent recruitment and selection in the organization. to explore the actual situation regarding staff turnover in the AWSC with a purpose of making study surveying to investigate the major causes and effects of the staff turnover in AWSC. And to suggest reducing mechanisms of staff turnover in the organization retaining employees who are working in the organization.

In general, turnover needs to be examined & monitored because it involves the most important resource of an organization. The organization needs to know who is leaving, why people are leaving and whether any effort on its part can slow turnover.

1.2 Organization Background

Established in 1956, Awash Wine S.C is Ethiopia's longest established wine maker. Since that time, the company has grown to be one of the country's most loved brands - a market leader that is interwoven with the cultural fabric of the country. The company has strengths by having the large wine market share, hiring young and dynamic staff, good image of the product, and has more than 75 years' experience in winery Business by having competitive salary and benefit packages, and is increasing its sales volume year to year. (*Dawit, 2016 Addis Fortune p.12*). the company is vision indicated that the company has a plan to be a recognized African company for quality wines and wine-based beverages in 2030.

1.3 Statement of the Problem

The effectiveness of any organization is highly dependent upon the human resources to be successful in achieving its goals. To accomplish this, competent and committed staff is highly required. One of the problems that affect organizational effectiveness is staff turnover or the tendency to quit one's job. retaining efficient and experienced workers in any companies is very essential in the overall performance of the company. this research paper attempts to assess the major reasons behind staff turnover intention and proved ways to minimize staff turnover in AWSC. There is a wealth of evidence that worldwide, retention of skilled employees has been of

serious concern to managers in the face of ever-increasing high rate of employee turnover (Armstrong 2010). a significant amount of cost is associated with the departure and replacement of employees. Costs of employee turnover influence the efficiency and effectiveness of an organization. keeping that in mind, the major problem identified regarding Awash wine share company is that the organization has high employee turnover well experienced and qualified professionals leave positions that they held in the company three branches due to availability of alternative job in other organization, inequitable treatment, and the like. There were observed problems in the organization such as frequent recruitment and selection that is Human Resource directorate used to hire employees. as such the high turnover is costing the Organizations in terms of delay in quality service delivery, money, and time to replace and train newcomer employees. This research paper attempts to assess the major reasons behind staff turnover intention and proved ways to minimize staff turnover in Awash wine share company and suggests different recommendations or strategies for overcoming high turnover rate to enhance organizational effectiveness.

The rate of the inline and professional staff turnover trend which was found in the HRM record and documentation section confirms that AWSC was frequently facing at each year as it is shown below.

Table 1 The rate of professional staff turnover trend at AWSC in four years' time.

Year	Employed	Terminated	Turnover rate
2018 G.C	281	18	6.4
2019 G.C	268	28	10.5
2020 G.C	278	33	11.9
2021 G.C	275	29	10.6
Total	1102	108	9.8

Within the last four years (2018 – 2021 G.C) over 108 professional employees left their job at AWSC for various reasons. As it is seen on the given data above, the annual average rate of professional's turnover exceeded more than 10%. The finding also supported by Dereje (2007). All the leavers in the given data were professionals. One can imagine how defective it is for the

organization. there has not been given any statistical data almost on two months or a quarterly basis seeing newly employed faces is not unusual in the organization. Anecdotally, the old employees number decreases and the new one's increase. This shows that there is a considerable rate of staff turnover in the AWSC. This condition motivated the researcher to study the issue.

The purpose of the study is to identify the actual causes and effects of staff turnover and to provide possible preventive ideas that could help retain employees in the organization.

1.4 Basic Research Questions

This study primarily focuses on answering the following major research questions

- What are the major causes of staff turnover in AWSC?
- What effects are observed because of staff turnover?

1.5 Objective of the study

1.5.1 General Objective

To identify the major causes of professional staff Turnover and provide possible suggestions to reduce the negative effects of staff turnover in the AWSC.

1.5.2 Specific Objectives

The specific objectives of the study are:

- Identify the major causes of staff turnover in AWSC.
- To See if such attributes such as sex, age, tenure, and qualifications are causes of turnover.
- Determine the observed effects of staff turnover on the performance of the organization.
- Identify the major problems observed in the organization due to staff turnover.
- Provide possible suggestions to reduce staff turnover in the organization.

1.6 Scope of study

This study delimits itself on voluntary staff turnover in the case of Awash Wine Share company head office – in Torhiloch, and its branch: Mekanissa plant located in Mekanissa and Kality distribution center – located in kality. It also focuses on managers (directors), inline and supporting professional staff who are currently working in the afore-mentioned offices.

1.7 Limitation of the study

The aim of this study is to investigate the major causes and the negative effects of Professional staff turnover at AWSC. The study focuses only on professionals' personnel's who do have both managerial and non-managerial positions. It was planned to collect data covering five years to investigate the trend of staff turnover in AWSC but due to the unavailability of the information, one year was not included. Data gathering was conducted for four years only (2018-2021 G.C)

1.8 Significance of the study

This study has significant contribution in enhancing employees' retention through indication of gaps that may exist in the study organization. The study also expected to identify the major causes of employees turn over and the consequences of it. since skilled manpower turnover rate is high the organization's intended objectives and expected results will not be achieved. As a result, this study was suggested to the company to give attention and employees retention strategic plan to put in attempt to keep employees in AWSC. This research will identify the various reasons why there are high professional employees' turnover rates at AWSC. The study will further make a myriad of contributions to the literature on employee turnover. It will help by creating awareness how employee's turnover affects the organization and initiate the management to see different experiences from reducing employees' turnover practices perspectives of different organizations. This study can support the company in understanding the level of professional employees' turnover which could in danger the progress of their organization's effectiveness and efficiency. The research also aims at providing information and guidance to the company on the effect of HR Practices on the retention of AWSC professionals. Moreover, the study can be used as a base line study for further studies on the topic and other readers who would like to know about effects of HRM practices on employee retention. The recommendation will be given to the company to implement the research findings accordingly.

1.9 Organization of the Thesis

The study organized with five chapters. chapter one is an introductory part provides the introductory and background of the study. The second chapter deals with related literature and outline previous literature review. The Third chapter contains a detailed description of design of the study, population and sampling techniques, the type of data and tools/instruments of data collection, the procedures of data collection and the methods of data analysis used. chapter four contains data analysis and interpretation of survey result, and the last chapter five of the study provides summary findings, conclusion, and recommendations of the study the summary, conclusion, and recommendation.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Employee Turnover

In this chapter, a literature and related views of various authors and previous research done are reviewed and the key concept under study in the research thesis, namely Causes, and Effects of Employees Turnover is assessed. In pursuit of this objective, the review firstly presents types of employee turnover and factors that Influence Job Turnover for the purpose of addressing how this construct validates the thesis. It also review academic literature letting to the research question, factors that contributes to high turnover.

The literature on employee turnover presents relevant literature review, types of employee turnover, and causes and effects of turnover to suggest possible solutions to minimize employee turnover. Turnover is a serious and costly problem, but it is rarely seen as such by the people who could take action to prevent it (Jenkins S., 1988:44).

Companies and organizations strive to develop a workforce of committed employees based on the belief that organizations with committed employees achieve superior long-term performance (Luchak & Gellatly, 2007). committed employees are characterized as loyal, productive members of work organizations (Porter, Steers, Mowday and Boulien, 1974) who identify with organizational goals and values (Buchanan, 1974). Employees attach to their organizations emotionally as they become to believe in its value and vision (Mulki, Jaramillo and Locander, 2006).

Turnover often is classified as voluntary or involuntary. The involuntary turnover occurs when an employee is fired. Voluntary turnover occurs when an employee leaves by choice and can be caused by many factors. Causes include lack of challenge, better opportunity elsewhere, pay, supervision, geography, pressure, and work condition. certainly, not all turnover is negative. Some workforce losses are quite desirable, especially if those workers who leave are lower-performing, less reliable individuals.

2.2 Types of Employee Turnover

Employees of different organizations leave their job for all sorts of reasons. Some leave to get better salary, some find conducive work conditions, due to geographical factors and for multiple reasons. Employee turnover can be grouped into different categories.

2.2.1 Voluntary Turnover

It is initiated by employee. when employees leave an organization at their own discretion, it is referred to as a voluntary turnover (Noe,etal 2006:192). A similar definition is given by Egan, (et al, 2004.), stating that an instance of voluntary turnover, or a quit, reflects an employee's decision to leave an organization, whereas an instance of involuntary turnover, or a discharge, reflects employer's decision to terminate the employment relationship". Voluntary turnover is when an employee leaves a job, whether that is because they got another job elsewhere, took an internal transfer or retired. These types of turnover are typically more expensive to businesses because they often involve the loss of a high-performing employee.

According to Gomez-Mejia et al (1997) defined voluntary turnover as a separation that occurs when an employee decides for personal reasons to end the relationship with the employer. The decision could be based on the employee obtaining a better job, changing career, or wanting more time for family or the present job is unattractive because of poor working conditions, low pay or benefits, and bad relationship with supervisor. In most cases the decision to leave is a combination of having attractive alternative opportunities and being unhappy with aspects of the current job.

2.2.2 Functional and Dysfunctional

Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performer employees whose talents can be replaced easily. Dysfunctional turnover becomes harmful to an organization if suitable replacements are not found. According to Lawler, E. E. (1971) „Attracting qualified people who do not stay on the job is dysfunctional from the organization's point of view because this kind of turnover uses up money, time and resources. attracting unqualified people is also costly because they must be processed and ultimately rejected frequently resulting in their forming a negative impression of the organization.

2.2.3 Involuntary Turnover

According to Gomez-Mejia et al (1997) concede that involuntary turnover occurs when management decides to terminate its relationship with an employee due to economic necessity or a poor fit. The organization or the employee cannot control this type of turnover. The author further stresses that involuntary turnover results in a very serious and painful decisions that can have profound impact on the entire organization, especially for the employee who loses the job. voluntary turnover as a separation that occurs when an employee decides, for personal reasons, to end the relationship with the employer. In most cases the decision to leave is a combination of having attractive alternatives and being unhappy with the aspects of the current job.

2.2.4 Avoidable and Unavoidable Turnover

It is also important to differentiate between avoidable and unavoidable turnover. unavoidable turnover results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse. Avoidable turnover is something organizations can prevent by hiring, evaluating, and motivating their employees more effectively (Curran, 2012). A turnover that happens in avoidable circumstances is called Avoidable Turnover, whereas A turnover that happens in unavoidable circumstances is called unavoidable Turnover. According to this definition, the organization first understands the causes of the turnover then can take corrective action to avoid the avoidable turnover. For instance, if the cause of the turnover is poor working procedure, the management of the organization can avoid the turnover by improving the working procedures. but the unavoidable turnover such as death, permanent disability, regular retirements, and likes cannot control by the management of the organization.

2.3 Theoretical Perspectives on Turnover

In explaining turnover behavior of employees, various researchers advance theories on employee turnover. In this regard Human capital theory of occupational choice provides a theoretical frame for an understanding of some underlying factors that may contribute to an individual's decision to become an employee, and then, to remain in or leave the job. The fundamental concept of human capital theory of occupational choice is that individuals make systematic assessment of the net monetary and non-monetary benefits from different occupations and make systematic decisions throughout their career to enter, stay, or leave an occupation (Kirby & Grissmer, 1993,

p. 6). This theory basically illustrates the relationships among education and training, migration, and the search for a new job in terms of investment and its returns (Smit, 2003 cited in Cha, 2008, p.17). In short, human capital theory posits that individuals make systematic assessments of the benefits and costs of both entering and staying in or leaving the profession.

2.4 Causes of Employee Turnover

High turnover often means that employees are unhappy with the work or compensation, but it can also indicate unsafe or unhealthy conditions, or that too few employees give satisfactory performance (due to unrealistic expectations, inappropriate processes or tools, or poor candidate screening). The lack of career opportunities and challenges, dissatisfaction with the job-scope or conflict with the management has been cited as predictors of high turnover such as economy, performance of the organization, organizational culture, and characteristics of the job, unrealistic expectations, demographics, and person.

2.4.1 Perceived Alternative Employment Opportunity

Perceived alternative employment chance, conjointly referred to as perceived easy movement, is that the perception of the provision of job alternatives. This perception is an uncontrollable issue because of it is closely related to the external surroundings, cherish availability of job vacancies and percentage, and it reveals the significant relationship between convenience of jobs and voluntary turnover. In addition to the market condition, academic background could influence the perception too. The personnel with higher academic background perceived additional employment opportunities. Higher educated personnel could consider their qualification as a competitive advantage over less educated personnel by having additional choices of different positions

2.4.2 Career Promotion satisfaction

All businesses use pay, promotion, bonuses, or different kinds of rewards to encourage high levels of performance. Lack of promotion and mundane work task considerably contributed to employees' intention to go away a company. By adopting "job enrichment" programs, several employers were able to retain workers and supply higher career advancement opportunities. Besides promotion opportunities, everchanging the choice and analysis criteria accustomed rate promotion and reward systems conjointly had a positive result on intentions of workers deed the organization. Ineffective performance appraisal and coming up with systems contributed to employees. Perceptions of unfairness and that they were additional seemingly to think about deed

the organization. Survey result suggests ten percentages of the workers think about promotion as their reason for experience the work. These peoples are desires to remain within the job which provides them the correct skilled opportunities.

Low Morale in high-turnover firms is usually weak. Company culture is that the shared norms and value of a group of workers who work along. Motivating your workers to share the vision of your business and perform at high levels is tough once colleagues and colleagues are vanishing all around them

Poor Performance High turnover the basic the fundamental level of expertise across your organization is below it otherwise would be. Workers with less information and less expertise in your business and with their jobs will not produce moreover as people who apprehend additional regarding what they are doing. During a production job, the efficiency of production is probably going lower. Costs High prices are one of the additional mentioned negatives of high turnover. When a worker leaves and is replaced, there are prices related to the method of losing the primary worker and hiring and coaching the new one. It will value regarding half of an unskilled worker's remuneration to switch a lost worker.

However, lack of effective retention strategies for minimizing employees' turnover leads to lack of employee's reward incentives and bonuses and lack of regular increment of employee's remuneration packages. According to Bean, (2009) employees' wages, company benefits, employee attendance, and job performance and organizational commitment are factors that play a significant role in employee turnover, However, (Bratton and Gold, 2003), Pendulwa, 2011) described the causal factors for turnover which include job not matching new employee's expectations, lack of attention from line managers, lack of training, lack of autonomy, lack of challenge and variety within the work. The researchers also described; low salary, poor benefits, lack of job securities, disappointment with the promotion and development opportunities, disappointment with standards of management such as unapproachable, uncaring, and distant behavior and a failure to consult as factors for turnover. These factors are also crucial in banking sector. It is stated by many scholars that in turnover process even if employees usually point out one factor for their turnover choice, there are always more factors on the back hand that works as a driving force for that factor (Jaffari, 2011).

2.4.1 Pays and Benefits Conditions

Turnover depends on employee perceptions of the desirability and easy of movement. Employees seek to improve their employment conditions when they change job. Therefore, employees in an organization improve their pay level if they obtain a new job before they leave their present job. Herbert, Donald, John, and Lee (2000) stated organizations pay level is a potentially important direct influence on voluntary turnover. In this knowledge era, where pay is one of a determinant factor, employees quits current job and accept the job with higher pay opportunity. Therefore, organizations critically aware that low wage rate will result into higher employee turnover and separation.

2.4.2 Training and Development

It is vital for an organization to create an environment in which important information is freely communicated and in which employees are knowledgeable and perceptive of opportunities for further self-development, various forms of training will logically also be key to an organization's array of business practices [Taylor, C.R. (2002). Training and development have an impact on staff turnover. when an individual's expectations of the job are not met, the employee may experience job dissatisfaction which could make it difficult for an organization to retain staff. Employees are joining the organizations for different reasons. when some of the expectations by newly recruited staff are not fulfilled, those employees exit the organization. some employees may not be able to tolerate certain managers or supervisors and decide to quit, with some of them exiting in the first few months after they have joined the organization. some of the employees seem to have been confronted by situations that they were not prepared to encounter. According to Makhubu, N. (2006), these employees could feel somewhat abandoned after the first few days at work and rather than suffer through all this, they decide that the job isn't for them, and they leave.

2.4.3 Career Advancement Opportunities

In general terms rewards programs come within the overall concept of compensation strategies which are defined as the "deliberate utilization of the pay systems as an essential integrating mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organization's strategic objectives" Labov, B., (1997). All businesses use pay, promotion, bonuses, or other types of rewards to encourage high levels of performance. Ting, Y., (1997) acknowledged that lack of promotion and mundane work task significantly contributed to

employee's intention to leave an organization. By adopting "job enrichment" programs, many employers were able to retain employees and provide better career advancement opportunities. Besides promotion opportunities, changing the selection and evaluation criteria used to rate promotion and reward systems also had a positive effect on intentions of employees leaving the organization. Magner, N., R. Welker, and G. Johnson (, 1996). Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness, and they were more likely to consider leaving the organization. Weiss, H.M. and R. Cropanzano (1996).

2.4.5 Environment or Working conditions

The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. The organization should try to keep the equipment and facilities up to date. Also, if possible, avoid overcrowding and allow each employee his and her own personal space.

2.4.6 What early warning signals can be observed

Research concerning employee turnover has both extensive & contradictory. Studies conducted at different organization often reach different conclusions concerning the ability of a variable to predict turnover. Although, no variable seems a certain predictor, some variables appear to be stronger predictors than others. These variables are included in the following tentative conclusions (Davide, 1991:86).

- Employees with low lengths of service usually have higher rates of turnover than employees with high lengths of service.
- Younger employees usually have higher rates of turnover than the older employees.
- Periods of high employment usually involve higher rates of turnover than period so flow employment.
- Employees with a high degree of jobs at is faction have lower rates turn over than employees with little job satisfaction.
- Attendance records are one factor than deserves close and continuing attention because excessive absence may provide early warning of an impending quit. Other signs to be analyzed by supervisors include body language (which may express apathy, irritation, frustration.) Lowered productivity; defensive work; many informal gripes, formal complaints, or even official grievance esteeming from a few individuals; and excessive requests for transfers.

2.4.7 Alternative Employment Opportunity

Perceived alternative employment opportunity, also known as perceived ease of movement, is the perception of the availability of job alternatives. (Luthans, F.,1995). This perception is an uncontrollable factor because it is closely associated with the external environment, such as availability of job vacancies and unemployment rate. In an early study of, (Mincer, Jacob, 1988) they revealed the significant relationship between availability of jobs and voluntary turnover. Numerous studies acknowledged that perception triggers the turnover intention. In addition to the market condition, educational background may affect the perception too. Cotton, J.L. and J.F. Tuttle, (1986) investigated that workforce with higher educational background perceived more employment opportunities. Higher educated workforce may consider their qualification as a competitive advantage over less educated workforce by having more choices of alternative positions.

2.5 Factors That Influence Job Turnover

There are many potential factors that influence job turnover. Lane (2002) said that understanding of these factors that influence job turnover requires the understanding of the decision-making process of both the employer and the employee. Jay (1998) states that if an organization has a problem with job turnover there are many possible causes as well as many possible treatments.

2.5.1 Personal Factors

The personal factors include individual qualities that can be viewed as personal traits the employee possesses and which are distinctive to the individual (Harmse,1999). The author further asserts that it has to do with what and who the individual is within his total being and which guide his behavior or functioning. Personal factors include motivation, age, opinion of others, comparisons, effort or reward ratio and occupational stress.

2.5.2 Organizational Factors

These are professional qualities and refer to the specialized knowledge and skills necessary for the worker to be able to function effectively and efficiently. In organizations where there was a high level of inefficiency there is a high level of staff turnover (Alexander et al., 1994). Therefore, in situations where organizations are not stable employees tend to quit and look for stable organizations because with stable organizations employees will be able to predict their career advancement. Organizational factors have a bearing on the employee's diagnostic skills, competent usage of knowledge, absence of own interest, and autonomy in judgment of their own

professional work performance and the maintenance of a high standard within their behavior and activities (Harmse,1999).

2.6 Effects of Human Resource Turnover in the organizational Performance

“High human resource turnover may be harmful to organizations performance, if skilled workers are often leaving the worker population contain inexperienced or novice workers” (Hutchunson and Beruvides,1997 as cited in Benedict and Josiah,2012). Employee turnover leads an organization to incur different costs such as direct and in direct costs. Direct costs are related to the leaving costs, replacement costs and transition costs. Indirect costs are related to the loss of production, reduced performance levels, unnecessary overtime, and low morale. When accounting for costs there are real costs such as time taken for selection and recruitment of other worker, and opportunity costs such as loss of productivity and performance (US bureau of labor statistics, 2008) as cited in (Benedict and Josiah,2012).

The negative consequence of high employee turnovers which are often reflected are product and service quality, consistency and stability of services exchanged for money with clients and customers in general.

Other consequence is the cost of voluntary turnover as described by (Morell et al,2004) as direct and indirect costs for voluntary turnover as replacement, recruitment and selection, temporary staff management time, morale, pressure in the remaining staff, cost of learning product or service quality, organizational memory, and the loss of human capital. As mentioned in the above paragraphs the turnover of experienced employee from organization results in different consequences. Some of these are reduction in production or performance, reduction in quality, incurring of direct or indirect costs, loss of organizational human capital and skill. Even though the above-mentioned factors operate for business organization, it also works for other organizations. Since managers and employees are human capital of organizations, their stability in the organizations helps to utilize their skills and knowledge for better performing. Establishment and evaluation of research model on organization employees“ turnover is generally believed organizational equilibrium theory in the classic work “organization” of March and Simon (1958), who both are inheritor and promoter of social system school on the research of turnover decision behavior of employees (Lee and Mitchell et al., 2004). In their work, March and Simon divided employees “decision-making behaviors into individual’s “Decisions to Perform” and “Decision

to Participate”. Then put forward the earliest overall model about employees’ voluntary turnover, the so-called model of “Decision to participate”. March and Simon were the earliest figure who tried to integrate labor market and individual behaviors for investigating and studying employees’ turnover behaviors. Their outstanding contributions lie in the introduction of labor market and behavior variables into the research on turnover process of employees from organizations, laying a theoretical foundation for later research on employee turnover.

2.6.2 Impact of Employees’ Turnover on Organizational Efficiency

The impact of employees’ turnover leads to loss of the most competitive and experienced staff, and this influences the organization to incur huge expenditure in recruitment and training of the new employees. The new employees’ exhibit low level of effectiveness and efficiency in the execution of the organization job task functions, and this lowers the performance of the individual employees that in turn lowers the level of organization productivity.

2.6.3 Loss of Experienced and Competent Skilled Personnel

Labor turnover results in the loss of some of the very experienced and skilled employees. This adversely affects the organization since quality of output tends to suffer. It will, therefore, take some time for new employees to have control over their respective roles whereas existing employees would not have to go through that process. In terms of output however, it is the organization that loses.

2.7 Costs of Job Turnover

According to, Potter (2002) postulates that job turnover is a critical cost driver for business. The cost of filling vacancies, lost productivity from vacant jobs and cost of training new employees increases operational costs. Elements of the job turnover vary widely and depend on whether all cost elements are recognized. He further identifies three primary elements of job turnover costs that include staffing costs, vacancies, training and leaving cost. Yared (2007), on his research conducted at the IRC stated that the organization has been incurred a huge amount of money in a year because of staff turnover. Accordingly, the institute was incurred costs for vacancy posting, medical checkup expense, telephone call for checking references, travel cost, costs related with orientation new recruited employees, relocation expenses and others which estimated to birr 202, 200.00.

According to Jackson (1997:309), the following are the definitions of employee turnover: Employee turnover has been defined as: “The rate of change in the working staff of a concern during a defined period” “Turnover is the net result of the exit of some employees and the entrance of others” “Turnover is the permanent withdrawal of a worker from the employing organization” It could also be a measurement of in articulate labor un rest” broadly speaking, turnover refers to the movement of employees in to and out of an organization. In other words, it is the exit of some employees and entrance of others to the organization.

Employee turnover reflects the stability of the organization’s work force. An excessive movement is undesirable and quite costly to an organization. When an employee leaves the organizations, such costs as the following are usually involved: According to (Schuler,1998:136).

- Hiring costs, involving time & facilities for recruitment, interviewing & examining are placement.
- Training costs involving the time of the supervisor, the personnel department & the trainee.
- The payoff the learner is more than what is produced.
- The loss of production in the interval between these parathions of the old employee & the replacement by the new.
- Accident rates of new employees are often higher.
- The production equipment is not fully utilized during the hiring interval & the training period.
- Scrap & waste rates rise when new employees are involved.
- Over time may result from an excessive number of separations causing trouble in meeting contract delivery dates.

Employee turnover can be helpful to an organization it may open the opportunity for new and better qualified employees with new ideas can enter the organization. It is also possible to hire better qualified employees with lower salaries. Intangible costs associated with turnover include losses in employee morale, obstacle to the full utilization of a country’s human and material resources, customer relations, and their population of the organization in the community (Schuler,1998:138). Total annual costs for an individual firm will vary according to the size of the firm and the kinds of employees leaving, because upper-level managers and administrators require a great deal of more training & development time and much more difficult to replace, significant turnover among these employees will be quite to the firm (Schuler, 1998:138). A wide

array of desirable outcomes has been linked to work-related commitment including. employee retention, job performance, attendance work quality, and personal sacrifice on behalf of the organization (London, 1983). Steers (1983b) reported substantial negative relationship between organizational commitment and intent to turnover. Turnover of employees consists of both voluntary and involuntary. Voluntary turnover is a major problem for organizations in many countries (Syrett, 1994). Porter and Steers (1973) suggested that the issue of met expectations was central to the individual's decisions to leave an organization. Each employee has his or her own set of expectations upon entering an organization. Should these expectations not be met, the individual will become dissatisfied and leave. Mobley (1977) suggested that a negative evaluation of the present job leads to job dissatisfaction, thoughts of quitting, and an evaluation of job seeking expectation utility and cost of quitting. this study will clearly identify the causes of employees' turnover and its management. or retention mechanism will help in developing appropriate policy and training program at country level in general and at public organizational level.

2.8 Computing and comparing turnover rates.

The rate of labor turnover is generally expressed in several different formulas, which involves such forms as access on (addition to the payroll), separations, (quits, discharges, retirements death etc.) replacement (i.e.one accession plus separation, average workforce i.e., number at the beginning of period plus the number of the end divided by two. The most common formula to compute turnover rate appears to the following (Mondaly, 1990:274)

$$\text{Separation Rate} = \frac{\text{Number of separations during the month} \times 100}{\text{Total number of employed during the year}}$$

$$\text{Turnover rate} = \frac{\text{Total replacements during the year} \times 100}{\text{Average number employed during the year}}$$

$$\text{Quit rate} = \frac{\text{Total quits} \times 100}{\text{Average workforce}}$$

The rate of accessions, quits, layoffs and discharges can be computed by the same basic formula when these parationrate is subtracted from the accession rate, the positive or negative figure

shown whether employment is expanding or contractive (Mondaly, 1990:274).

3. Effects of staff turnover

Employee turnover can have detrimental effects on customer and the remaining staff members who struggle to give and receive quality services when positions are vacated and then filled by inexperienced personnel., High rates off turnover also can bring about client’s mistrust and discourage workers from remaining loyal to the organization or even those seeking to enter it. Furthermore, labor turnover is costly, and unproductively time consuming, and it is responsible for the early cycle of recruitment employment orientation production, resignation that is detrimental to the reputation of organizations which are entangled in it.

Yared (2007), stated on his research non-financial values that the organization has lost including, time spend by managers to review the employment process, loss of organizational memory, time and money spent for training of newly employed personnel until they gain the desired level of skills are other major factors that the institute have lost. different writers agree that the cost of replacing one employee equals one to three times the annual salary and benefits total plus the additional cost of lost revenue that the seasoned employee would likely have generated. The number one reason employees voluntarily leave their jobs is not the company, not the work, but the boss. Researchers agree that salary, career growth, benefits and job fit are leading factors for why employees stay or leave an organization. And employee retention is related to managers behavior because, they want more involvement in decision making, more appreciation, better communication, more team building, flexible work conditions, more autonomy and better coaching (Mark, 2011).

4. Types of Turnover Intention

The intention to leave can be categorized into:

- **Unpreventable turnover** is due to the issues of family, personal illness, or retirement.
- **The desired turnover** is due to the inability of the employee himself.
- **Undesirable turnover** consists of skilled and trained workers leaving due to organizational issue such as poor support, role conflict and lack of supervision.

Turnover intention is a major issue, mainly in the field of human resource management. much research has shown that turnover intention has direct relationship with actual turn over. According

to Castro, & Shepherd, 2007, turnover intention is the major determinants of turnover behavior (i.e., quitting behavior) and it is one of the biggest causes and an immediate symbol of employee's turnover (Griffeth et al., 2000; Porter & Steers, 1973). Therefore, turnover intention is a major area of interest and poses a very crucial challenge for today's human resource managers because intention to leave takes perceptions of job alternatives, poor work performance, poor personal behavior and work ethics and impaired deliverance of quality service to customers, etc. until the behavior culminates with actual quitting of job and organization. much research has also linked turnover intention to lateness, absenteeism, work withdrawal, reduced performance, and poor organizational citizenship behavior, low commitment, and poor work engagement, and invariably declining output (Johns, 1997; Meyer, 1997; Griffeth et al., 2000; Oluwafemi, 2009; 2010; Samad, 2012).

4.1 Employee Retention

Employee retention is recognized as an important subject of inquiry by researchers. Minchington (2010) defined retention as the converse of turnover being voluntary and involuntary. retention activities may be defined as a sum of all those activities aimed at increasing organizational commitment of employees, giving them an overall ambitious and myriad of opportunities where they can grow by outperforming others (Bogdanowicz & Bailey, 2002). It is a voluntary move by an organization to create an environment which engages employees for a long term (Chaminade, 2007).

Retention is a voluntary move by an organization to create an environment which engages employees for long term. According to Chaminade (2007: 1), this attachment relationship should be durable and constant and link the employee to the organization by common values and by the way in which the organization responds to the needs of the employees. The main purpose of retention is to prevent the loss of competent employees from the organization, which could have an adverse effect on productivity and service delivery. Also, retention allows senior and line managers to attract and effectively retain critical skills and high performing employees. This is achieved by providing these managers with information on retention and retention strategies that will ensure that the goals and objectives of the organization are realized.

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4.2 The relationship between employee turnover and retention

There are enough sources of evidence to justify the positive relationship between HR practices and employee retention. Employee retention stems from the employment process. for employee retention to be successful, it must be linked positively to the processes and practices of recruitment and the sources from which job candidates are recruited Irshad (2011) carries out a literature study on factors affecting employee retention. he summarized the findings of many researchers and

highlighted their suggestions in terms of the management practices that can be helpful to improve absenteeism, employee retention and better quality of work. Dawley, Andrews & Bucklew (2010) in their study indicated that employee turnover increases if there is mismatch between management and employees. Employees can't enjoy their job if they are working with tactless and inflexible manager (Muhammad Sajjad et. al, 2013).

4.3 Empirical review

Many Authors did research on causes and effects of employees' turnover. They used different mix of factors to examine cause and effects of employees' turnover. Among the researchers who studied on the cause and effects of employees' turnover Aman Racho(2015), Bewketu kebede (2017), Tsegaw Berhanu (2016) Denkenesh Tsegaye (2019). These researchers investigated what determines employee turnover to leave by examining the possible antecedents. A study carried out by Aman Racho (2015) examined the cause and effects of employees' turnover in case of water works design and supervision enterprise Ethiopia. In their study mixed research approach was used among 500 employees to examined factors that are affecting employees' they considered some common factors that contribute directly and indirectly to the employee's mind to take the actual decisions are economy, lack of opportunity, Feelings of not being appreciated and unequal or substandard wage structures. The above factors affected employee's stability subsequently.

As Bewketu kebede (2017) conducted research to identify factors affecting employee major sources of professional employees' turnover at Ethiopian Revenues and Customs Authority Eastern Addis Ababa Branch Office.

Advancement, promotion, and organizational commitment are the prime reason why many professional employees leave the company. due to no potential opportunity for advancements or promotions, employees prefer other companies which may provide them with higher posts and increased compensation packages. The research concerned Turnover tends to be higher in environments where employees feel they are taken advantage of, feel undervalued and inadequately compensated. Management practices that promote inequity, inefficiency and lack of foresight and ability to provide purposeful leadership will encourage skilled and professional employees to leave the organization.

Another study Tsegaw Berhanu conducted research on causes and effects of staff turnover in [MOE]. A mixed approach were used job satisfaction, benefits packages, working condition, employee recruitment and orientation, and career promotion are the main factors to decide to quit

from their job. Based on their findings, there were several reasons why people leave their employer. These ranges from job related factors to personal characteristics of the employees. Some variables are intrinsic, others are extrinsic or a combination of both which influence intention of employees' turnover that would be contrary to Herzberg's motivation-hygiene theory.

Another study carried out Denkesh Tsegaye (2019) assessment on employee's turnover and retention practices in case of CBE, the common cause of high employee turnover are salary and benefit packages, employee relationship with management, career growth, job related factors according to the study indicates.

4.4 Conceptual Review of Employee Turnover

Employee turnover is described as employees who have left, are leaving and will leave an institution for various reasons (Grobler, Warrnich, Elbert & Hatfield, 2006: 125).

A similar definition is provided by Morrell, Loan-Clarke & Wilkinson (2001: 4) who state that turnover means voluntary cessation of membership of an organization by an employee of that organization.

Another study suggests that employee turnover is the rotation of workers around the Labour market, between different companies, occupations, and jobs, and between states of employment and unemployment (Abassi & Hollman 2000: 333-342). Employee turnover is defined by Price (1989: 462) as being both "the entrance of new employees into the organization and the departure of existing employees from the organization". Each time a position is vacated, either voluntarily or involuntarily, a new employee must be hired and trained, and this replacement cycle is known as turnover, according to Woods, as cited in Ongori (2007: 49).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research method, sources and data, sample population and sampling technique, instrument of data collection, procedures of data collection and methods of data analysis.

3.1 Research Design

Mixed research was employed for this study to generate rich data from multiple sources which are both quantitative and qualitative type.

Qualitative data rate from slight to highly significant effect based on qualitative judgments, such as perception and attitudes. According to Kumar (2006), it is the most appropriate method to measure the characteristics for which numerical values cannot be assigned and to use to find out the factors. And it was used to support the quantitative. Whereas the quantitative is used to measure the characteristics for which numerical value can be assigned. For this quantitative focusing on surveying design provides a numeric description of trends, attitudes, or opinions of a population by studying a sample of that population Creswell (2003 p.172). The descriptive survey method helps gather data from a relatively large number of cases within a limited period. It is appropriate for analyzing the prevailing conditions and particular trends that are developing. Charts, percentages, and mean were used as appropriate to present the result of the study.

Creswell, Vicki & Plano Clark (2013:4) define mixed methods research as “the type of research in which a researcher or a team of researchers combines elements of quantitative and qualitative research approaches for the purpose of breadth and depth of understanding and corroboration”. In mixed research methods, the researcher

- gathers and examines convincingly and meticulously both quantitative and qualitative data.
- Integrates quantitative and qualitative data simultaneously by merging and embedding one within the other.
- giving prime concern to one or both forms of data in relation to what the research highlights and utilizes these methods in a single study.

3.4 Data sources and type

Both the primary and secondary data sources were used to make study informative. The primary data sources are exit interviews, directors (managers) of the management staff, currently working in line and supporting professional employees of Awash wine Head office (Torhilo) and its branch offices (Mekanissa and Kality)

In attempt to address the assessment of the causes and effect of professional turnover and to provide possible recommendations, both primary and secondary data used in this study. to collect primary data, google form questionnaire was prepared and distribute through email to selected seven departments' respondents. interviews conducted with recruitment, Personal development manager and HRBP manager were used Secondary data were collected from the human resource management yearly report.

3.5 Sampling and Sampling Techniques

Sampling is the procedure of selecting a smaller and more sensible number of individuals to participate in the research and generalize the outcomes to the entire populace of the research (Hair, 2015). Furthermore, May (2011:98) defines a sample "as a portion or a subset of a larger group called a population".

Currently 730 employees are found working in head office of AWSC and its branches. Out of these 275 of them are professional employees of the organization. Among these 30% (83) of them were taken as sample population. Out of these current employees 79 were involved in questionnaire and four of them in interview from HR, people development manager, HRPB. The sources of population current professional management and non-management staff member whose workplace at the office. Random sampling technique is used to select sample from the selected work units of Awash Wine Share Company.

3.6 Instrument of data collection

I. Questionnaire

The researcher used self-administrated questionnaire for this study to collect data from the employees of the organization. open, closed ended and Likert scale was used which enables to understand respondents' degree of agreement with each statement in the study.

II. Interview

The researcher collected data personally using unstructured (non-directive) interview (about issues related to causes and effects) and audio-taped equipment for an hour in English language in the HRM. Participants who were accessed through this interview were the POD (People and Organizational Development Manager) and two senior HRBP (Human Resource Partner) the data obtained were qualitatively analyzed.

III. Document Analysis

According to Marguerite, Dean, and Katherine (2006), documents are other forms of data collection tool. Documents were seen by the researcher including, exit interviews, reports, plans and other sources used for data analysis. Accordingly, document Analysis was made qualitatively to gather necessary information on number of employees exist and who left their job voluntarily or forced

3.7 Data collection procedure and analysis

After ascertaining the validity of the instruments by 10 professionals those who have research expertise, the researcher made the necessary amendments on the instruments as per the comment given by professionals. For instance, avoiding statements with concept ambiguity and words which confuses to understand ideas. Then after, the researcher proceeded to administer the area of study. Questionnaires were distributed and administered, and interview was conducted and recorded with audiotape by the researcher. Obtained Data through interview, and questionnaire were computed with the use of computer and software programs (SPSS), edited and coded. Then data were grouped into table(charts) in analysis, summary, and recommendation form. Before the analysis, the collected questionnaires through data processing were tabulated and analyzed quantitatively.

3.9 Ethical Considerations

while conducting this study ethical considerations were considered. adequate care has been taken to select appropriate time to distribute questionnaires. circumstances such as busy and high peak office task hours were avoided so that respondents can give answer to the questions in a relaxed manner. by explaining the purpose and objective of the study, maximum effort was made to make respondents feel secured and confidentiality is maintained so that no harm can happen to them.

CHAPTER FOUR

Data Presentation, Analysis, and Interpretation

This chapter deals with the presentation, interpretation and analysis of the data collected from the selected professional employees or respondents using the questionnaire, reference to different documents of the organization and interview as research tools.

Generally, with detail the presentation, analysis, and interpretation of the data related to the background information of the sample population and their responses to the items that are set in the instruments are dealt. The main purpose of this study is to assess the major causes of staff turnover and its negative effect on the organization. To this end around 82 professional staffs of AWSC were invited but a total of 79 questionnaires were fully and appropriately filled as usable for further analysis.

The returned questionnaires are carefully checked and analyzed those with excessive missing data were discarded. Thus 79 The data collected was analyzed with the Statistical Package for Social Science (SPSS 20).

Regarding interview, despite planning to conduct interview with three manager and one director (recruitment Manager, POD, and HRBP). researcher couldn't get access to the human resource director. As he was repeatedly busy and occupied with different commitments, the interview was conducted with three HR manager using the unstructured questions and audio-tape record. Information found through document analysis were also incorporated in the area where they are necessary. Finally, the data obtained through these instruments were organized, tabulated, analyzed, and interpreted in the context of the triggering factors of the staff turnover of the AWSC. These research questions were approached by using the questionnaire based on the Likert Scale, which studied the attitudes of the respondents and informants' employees regarding factors/cause and effects of employee turnover of the organization under the study.

4.1 Respondents Demographic information

Table 2 Characteristics of Respondents

F= frequency V= valid percentage CP = cumulative percentage

_No.	Item	Characteristics	Respondents			
			F	%	Valid	Cuml.P
1	Sex	Male	72	91.1	91.1	91.1
			7	8.9		
		Female	79	100	8.9	100
			79	100		
		Total	2	2.5	100	
2	Age	Below 25	6	7.6	2.5	2.5
			17	21.5	7.6	10.1
		26-30	18	22.8	21.5	31.6
					22.8	54.4
		31-35	36	45.6		
			79	100	45.6	100
3	Marital Status	Above 40	21	26.6	100	
			58	73.4	26.6	26.6
		Total	79	100	73.4	100
					100	

Source: Questionnaire,2021

Describing the demographic details of the respondents was useful in determining the extent of the respondents whether they were able to provide valid information or not. Since their input was crucial to conduct this study.

As in table- 2 item 1 among the current employees 72(91.1%) male and 7(8.9%) females. This means majority of the employees of the organization are predominantly male. This implies that the

probability of their mobility in need of other better job opportunities is high. In relation to the age of respondents, Age of respondent's has been categorized into five groups.

As indicated in table -2 item3, regarding marital status of the respondents, about 58(73.4%) and 21(26.6%) percent of the current employee respondents are married and single respectively.

Table 3 Characteristics of respondents

No	Item	Characteristics	Respondents N= 79			
			F	%	V	CP
	Qualification	BA/ BSC	42	53.2	53.2	53.2
		MA/MSc	37	46.8	46.8	100
		PHD	-	-	-	-
		Total	79	100	100	
	2.1 Service year: in AWSC	<1 Yr	6	7.6	7.6	7.6
		1-2 yrs	12	15.2	15.2	22.8
		3-5Yrs	22	27.8	27.8	50.6
		6-10 yrs	7	8.9	8.9	59.5
		Above10 yrs	32	40.5	40.5	100
		Total	79	100	100	
	2.2. in your last position.	<1 Yr	7	8.9	8.9	8.9
		1-2 yrs	15	19.0	19.0	27.8
		3-5 yrs	20	25.3	25.3	53.2
		6-10 yrs	21	26.6	26.6	79.7
		Above 10 yrs	16	20.3	20.3	100
		Total	79	100	100	

Source: Questionnaire,2021

As in table – 3 item 1 denoted, to ascertain academic qualification, it was categorized into three parts (BA/BSC, MA/MSc and PhD), respondents, about 42(53.2%) were with BA/BSC and 37 (46.8%) were with MA/MSc degree holders. Therefore, the data indicates; most of current employee respondents (58%) were first degree holders and a significant number of respondents also second-degree holders. respondents were asked how long they have been served in the organization. As for data analyzing and interpreting of the respondent's year of service, it was categorized into five groups. As indicated on the table-3 item 1 above, about 32 (40.5%) have served above 10 years. However, majority 42(53.2%) of the current employees are between 1-5 years services range. This shows there is high mobility. how long have they served at their last position to see who (the senior or novice ones) leaves the

organization. In the same table of the respondents from current employees have been serving between 6-10 years 21(25.3%), between 3-5 years 20(25.3%), more than 10 years 16(20.3%), between 1-2 years 15(19%) and 7(8.9%) less than a year have served in this implies majority 42(53.1%) of the employees are novice ones therefore probability for turnover is high.

4.2 Interviewees demographic information

The interview questions were posed for three interviewees recruitment, Personal development manager and HRBP manager. The first two were males and the third one female. The age range of the two heads between 26-30, both have 3-year services. The HRBP qualification level is Master in HRM. People development manager level is master's in business administration. The age range of HRPB is between 35 and-40, service year 12 and academic qualification level first degree level in Human Resource Management. The interview results are applied in the data analysis part wherever they are found necessary to be triangulated.

Table 4 Respondent's extent of agree or Disagree on the Causes of Staff turnover

N = No of respondents SA=Strongly agree A=agree

N= neutral D=disagree SD= strongly agree

No	Items	Sample	Responses	Respondents N= 79					
				SA	A	N	D	SD	M
				5	4	3	2	1	
1	Age increases has contribution to stay in the organization	79	F	17	27	13	16	6	3.42
		100	P	21.5	34.2	16.5	20.3	7.6	
2	Gender issue (being male or female) make you leave the organization	79	F	5	11	14	28	21	2.38
		100	P	6.3	13.9	17.7	35.4	26.6	
3	Nothing (no experience) you gained in working at AWSC	79	F	3	6	12	39	19	2.18
		100	P	3.8	7.6	15.2	49.4	24.1	

Source: Questionnaire 2021

As indicated in the table- 4 item 1 above, about 44(55.7%) employees responded when age increased that it had contribution for employees to stay in the organization,

As it is seen, the calculated mean value of item 1 for respondent is agree (3.42) the respondent stated that age had contribution to stay whereas

In the same table item 2 about 49(62%) employees responded that gender issue didn't make employees leave the organization The calculated mean value is disagree (current=2.38). gender issue had no role in the case of employee turnover.

As indicated in the same table item 3, 58(73.4%) responded disagree/strongly disagree this shows that gained experiences while working at AWSC. The calculated mean value 2.18 for current employees was disagree. This implies most of the respondents stated that gender issue had no role in the case of employee turnover.

Table 5 Job Satisfaction Variables as a Cause of Staff turnover

No	Items	Sample	Response	Respondents N'= 79					
				SA	A	N	D	SD	M
				5	4	3	2	1	
1	Work environment not conducive	79	F	18	26	13	16	6	3.43
		100	P	22.8	32	16.5	20.3	7.6	
2	No commitment to provide you necessary things for	79	F	29	34	3	11	12	4.1
		100	P	36.7	43	3.79	13.9	2.5	
3	Interpersonal relationship between employees not good	79	F	7	26	13	21	12	2.94
		100	P	8.9	32.9	16.5	26.6	15.2	
4	Unmatched position with the skill & knowledge you have.	79	F	28	40	5	-	6	4.08
		100	P	35.4	50.6	8.9	24.1	7.6	

As indicated on the table-5 item 1 related to work environment, about 44(49.7%) employees responded strongly agree/ agree. The calculated mean value of respondent was agreed (3.43). It is supported by the literature; it states that if the work environment is not conducive for employees' wellbeing and expectation, it can contribute to decisions to leave (Hiezer and Render 2006).

In the same table item 2 related to organizational commitment, about 63 (79.7%) employees responded strongly agree/agree. This could have a probability of motivation for turnover, Xaba

(2003). The calculated mean value 4.1 for current employees was (agree). This implies most of the respondents were not happy with the commitment of the organization to provide things to perform the job.

According to table 5 item 3 regarding interpersonal relationship between employees, about 33(41.8 %) and 33(41.8 %) employees responded agree / disagree respectively. The calculated mean value for current employees is disagree (2.94)

The interview conducted with HR managers, indicated that most employees have good interpersonal relationships though individual personality determines. This indicates the interpersonal relationship of the employees in the organization was good for most employees, therefore, it could not be a case for employees to leave the organization.

In the same table 5 item 4, regarding the unmatched position with the skill and knowledge employees had, about 68(86.5%) responded strongly agree/ agree. The calculated mean value for current employees was 4.08 (agree).

The interview made with the HR manager shows that significant number of managers were not qualified in the subject appropriate to the position they were assigned. For instance, for the HR directorate of the organization, in the last four years about 5 managers were assigned in various times but all of them left.

4.4 Respondents extent of agree or disagree on the Effects(problems)of staff turnover at AWSC

Table 6 The Effect (Influence) of Staff Turnover in the Organization

	Items	Sample	Response	Respondents N'= 79					
				SA	A	N	D	SD	M
				5	4	3	2	1	
1	Reduces the work Productivity	79	F	40	27	8	3	1	4.2
		100	P	50.6	34.2	10.1	3.8	1.3	
2	discourages employees	79	F	19	31	15	11	3	3.65
		100	P	24.1	39.2	19	13.9	3.8	
3	increases loss of skilled & Experienced, employees	79	F	45	24	7	3	-	4.4
		100	P	56.9	30.4	8.9	3.8	-	
4	incurs cost	79	F	35	23	3	10	9	3.8
		100	P	44.3	29.1	3.8	12.7	11.4	
5	increases workload for the remaining employees	79	F	28	35	7	7	2	4.1
		100	P	35.4	44.3	8.9	8.9	2.5	
6	breaks teamwork	79	F	21	37	13	6	-	3.66
		100	P	26.6	46	16.5	10.1	-	

Source: Questionnaire,2021

As in table 6 related to observed problems because of high staff turnover, regarding item 1, reduce the work productivity, about 67(84.8%) respondents responded strongly agree/ agree.

The current employees" (calculated mean value 4.2) was agree This implies the organization had not enough manpower to minimize cases that made reduce its productivity. Thus, it could be a case for the remaining employees to lose commitment and to leave the organization.

As stated above in the same table item 2, discourage employees from remaining loyal, about 50 (63.3%) respondents responded agree. The respondents responded (calculated mean value 3.65) was agreed. This implies for majority of the employees; high staff turnover discourage employees from remaining loyal and devoted to the organization and this could be a case for termination.

In the same table item 3, loss of experienced and skilled manpower, about 69 (87.4%) responded strongly agree. The respondent's (calculated mean value 4.4) was agreed.

The interview conducted with POD manager and HRBP stated in the words one of the main problems of the organization was loss of skilled and experienced manpower.

This shows high staff turnover increased a loss of high skilled and experienced employees in the organization. This also could be a case for the remaining employees to lose hope of the future and to have the intention of leaving the organization.

As can be seen in the same table above item 4, related to cost incur about 58(73.4%) employees responded agree.

The current employees (calculated mean value 3.8) was agreed. The interview conducted with POD and HRBP reflected that high staff turnover incurred costs to the organization for training (allowance and refreshments) induction, recruitment and selection, trainers' payments, contractual employees' payments and for advertisements.

On the above table item 5, concerning increase workload, about 63(79.7%) employees were agreed. The respondent (calculated mean value 4.1) was agreed. This implies high turnover increased workload on the remaining employees of the organization and a case for employee turnover.

As in the same table, item 7 related to teamwork, about 58(73.1%) employees responded and about 5(50%) strongly agree. The current employee (calculated mean value 3.6)

In the interview conducted with POD and HRBP their statement had similarity with each other and to the questionnaire respondents When many experienced and skilled employees leave the organization, it has a detrimental effect on the work productivity of the organization. Above all, it discourages employees' moral to remain loyal to the organization. The literature also supported these ideas, when employees are aware that their position is not secured it tends to bring about low productivity (performance) in the organization (Tim and Bruce, 2008).

Generally, this implies, high staff turnover brought a negative effect on the organization because of loss of experienced and skilled employees, loss of work productivity, increase workload on the remaining employees, and breaks teamwork atmosphere in the organization.

Table 7 Professionalism and Seniority (Variables) Contribute for Staff Turnover

No	Items	Sample		Respondents N' = 79					
				SA	A	N	D	SD	M
				5	4	3	2	1	
1	Senior professionals' interest to stay is high	79	F	8	16	17	27	11	2.78
		100	P	10.1	20.3	21.5	34.2	13.9	
2	Novice professionals' interest to leave is high	79	F	18	26	16	17	2	3.52
		100	P	22.8	32.9	20.3	21.5	2.5	
3	All professionals are aware of turnover	79	F	40	25	6	6	2	4.2
		100	P	50.6	31.6	7.6	7.6	2.5	
4	Your higher Educational qualification make you leave	79	F	8	21	19	22	9	2.96
		100	P	10.1	26.6	24.1	27.8	11.4	
5	Lack of assistance programs make you leave.	79	F	14	25	24	16	-	3.46
		100	P	17.7	31.6	30.4	20.3	-	
6	training and development practices are not dependable and appropriate	79	F	20	49	-	8	2	3.5
		100	P	25.3	62.0	-	10.1	2.5	

In the table 7 item 1 related to professionalism and seniority variables contribution for turnover, about 38(48.1%) responded disagree. The current employees' (calculated mean value 2.78) was disagreed. This means the senior professional's interest was not to stay rather wait until they get better opportunity to leave the organization. It implies that the organization had no retention mechanisms for senior and experienced professionals.

In the same table item 2 related to novice professionals, about 44(55.7%) Current Employees responded agree. This implies although majority of novice professionals wanted to get experiences they were not interested to stay in the organization.

In the same table item 3 related to the employees' awareness of staff turnover, about 45(56.9).4%) current employees responded strongly agree. The current employees" (calculated mean value 4.2) was agree. The interview conducted with recruitment, Personal development manager and HRBP managers. According to POD manager, the management is not aware of because no possible movement seen to reduce the problem.

Whereas according to the HRBP and recruitment manager All the professionals are aware of employee's turnover in the organization. As the mobility and resignation of skilled and experienced manpower made the organization unsuccessful in the process of achieving its mission. In this process employees submit application letters to HRM directorate to let know them resignation and

to obtain letter of work experience. This shows the existence of high staff turnover in the organization was a common knowledge for most employees.

In the same table item 4 higher education qualification, about 31(39.2%) current employees responded disagree and strongly disagree. The current employees' (calculated mean value 2.96) was disagree It implies the higher education qualification was not a case for majority of the employees to make them leave the organization.

In the same table item 5 regarding lack of assistance programs in the organization, about 39(49.3%) current employees responded agree. The current employees' (calculated mean value 3.46) was agree. This indicates there were employees who left due to lack of assistance programs and there were other employees who didn't consider it as a case to leave the organization. In the same table item 6 related to training and development, about 69 (77.3%) of the current employees responded agree. The current employees' (calculated mean value 3.5) was agree. The interview conducted with the recruitment, Personal development manager and HRBP manager indicated similar ideas. Trainings were conducted in various times with in and out of the organization every year though it was not timely especially for new employees. The appropriation of the training to individuals is a big question. Because it was provided always with one fit for all type of approach that couldn't consider individual needs or gaps.

In most employees stated that not only their appropriation problem but also, they were not provided fairly for employees.

This implies for majority of the employees, training and development practices were not provided fairly and in a way that supports them at work. This also can be a case for leaving the organization

CHAPTER FIVE

FINDINGS, CONCLUSION, RECOMMENDATIONS AND RECOMMENDATIONS

This chapter summarizes the main findings of the study and provides recommendations based on the findings and conclusions. The main purpose of this study was to assess the major causes for inline and supporting professional staff turnover and to find the observed problems (effects) because of staff turnover at AWSC. To this end, the following basic questions were formulated.

What are the major causes of staff turnover in AWSC?

What effects are observed because of staff turnover?

To deal with the basic research questions, relevant literatures were revised to investigate what had so far been done in relations to the problems, secondary sources (document analysis) was conducted, internet was used to get latest information related to the problems under the study. To do the study two types of instruments were used for data gathering purposes (questionnaire and interview). To complete the study successfully, The Awash wine share company and its branch were chosen as a place to conduct the study.

The statistical tools used to analyze the data were percentages and calculated mean value. The analysis that went through all these mechanisms came up with the following major results.

5.1 Summary of Major findings

- Among 82 subjects of the study 84(89.1%) (74 males and 5 females) were participated.
- Regarding age: it was divided in to 5 ranges of categories majority fallen under age 36(45.6%)
- Concerning marital status 58(73.4%) of respondents were married.
- Regarding respondents' qualification 42(53.2%) were first degree holders. The rest 37(46.8%) were second degree holders.
- Regarding work experience at AWSC, 32(40.5%) of service year was above 40 years range. The work experience in the last position in 21(26.6%) were within the range of 6-10 years.
- The findings of this study also identified there is no retention strategies as appreciation of employees, to make employees feel valued, smooth work relationship. the finding also indicate that there is an increasing trend of employees' turn over at AWSC that results a significant impact on the overall performance of the company.

- About problems observed as the results (effects) of staff turnover include, reduce work productivity, incurred cost, increased workload on the remaining employees, discouraged employees from remaining loyal to the organization, increased loss of very experienced and skilled employees spent too much time in training new staff members and of course broke teamwork atmosphere and moral of employees to remain loyal to them organization.
- As depicted in the result, the principal reasons that forced professional employees to leave the organization: inadequate salary, that was the most important reason for employees to leave the organization, the second widely accepted reason was training and development were not given fairly and appropriately to support employees, the third one was employees were not satisfied with the unmatched position and the skill and knowledge they had.

5.2 CONCLUSIONS

- The observed problems (effects) due to staff turnover in the organization such as reduced work productivity, loss of experienced employees, increased workload on the remaining employees and incurred cost in the organization made employees insecure and instable in the workplace. This in turn induced them to leave. This condition also increased the rate of staff turnover in the organization.
- Working environment has a major impact for effective & efficient service delivery.
- There is unfair employee handling in the organization. Hence, some of the employees are leaving the organization and others are looking for outside opportunities.
- Career growth, advancement and promotions are considered as a significant influencing factor due to lack of protentional opportunity for advancement or promotions, employees prefer other companies which may provide them with higher posts and increased compensation packages. As a result, career development is the most important retention factor since offering good opportunities for career development not only prevents employees but also to retain employees who are loyal and committed. professional employees' turnover at AWSC.
- Exit Interview conversation should be conducted by HR it needs to be about the employee and their contribution
- Develop system of filling a vacant position by a person who already employed in the organization through upraising the employee currently holding the position, transferring an employee from a less desirable to a rewarding job elsewhere in the organization depending

on employee's fulfillment of the necessary skill, enhanced pay, fair promotion competence and education needed for the position.

In general, the study finding shows the overall cause and effects on professional employees' turnover was high and major problems which contribute for this were identified as the presence of poor organizational management, unfavorable working environment, high work job dissatisfaction which in turn threatened the stability of employee's retention to stay and consequently hurdle for the company success to win the competition in the Beheavarge industry. The fact that AWSC retains its employee it gives them many advantages to deliver the services to their customers is that is sales agents, key accounts and stockiest. In another way it has benefits to the customers too; it gives some a sort of satisfaction and good since the company engaged in producing quality wines and distributing to its agents.

5.3 RECOMMENDATIONS

Based on the summary of findings and conclusions of the study the following possible solutions are suggested to reduce staff turnover, maximize employee's retention, and make the practice of work effective and efficient in the organization.

The top management should reduce staff turnover to improve organizational productivity by minimizing the causes of staff turnover and insuring:

- a) Reasonable and market related salary is paid to employees in the organization.
- b) Assign employees to different positions based on their qualification, skill and knowledge employees have. It is indispensable to set clear, achievable goals and standard for each position and be known to employees.
- c) Training and development should be given fairly and appropriately that considers individual needs to support in their work.

Management should motivate employees to stay in the organization and convince employees that they will get better benefit in the future than currently do.

The top management should reduce staff turnover to improve organizational productivity by minimizing the causes of staff turnover and insuring. Assign employees to different positions based on their qualification, skill and knowledge employees have. It is indispensable to set clear, achievable goals and standard for each position and be known to employees. Training and development should be given fairly and appropriately that considers individual needs to support in their work.

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APPENDIX - A

COVER LETTER

School of Graduate Studies

Department of General Business Administration

Daniel Tesfaye

Addis Ababa

To: _____

Awash Wine S.C

Request to participate in research study

Dear Respondent,

My Name is Daniel Tesfaye, a post graduate student at St marry university. currently, I am conducting a study this questionnaire is designed for preparing a thesis on the title of **Assessment of Causes and Effects of Employees Turnover in the Case of Awash Wine Share company**. The research is undertaken as academic requirements of partial fulfillment for the Master of business administration.

I am kindly requesting you to spare a few minutes of your precious time to fill for me the attached questionnaire as sincerely and truthfully as possible. The information given will be handled confidentially and will only be used exclusively for research purpose.

NB.

- Encircle the letter of your choice and put thick mark in the box provided.
- Please respond as accurately as possible and at your earliest possible time.

Thank you in advance for you in cooperating your time.

If you have any inquiry, please feel free and contact me at daniel@awashwine.com

Mobile - 0935409110

Your Faithfully.

Daniel Tesfaye

Part I. General Background Respondents (Demographic information)

1. Age group

Below 25 31 to 35 26 to 30 36 to 40 Above 40

2. Sex

Female Male

3. Marital Status

Single Married

4. qualification

BA/BSC MA/MSC PhD

5. Year of service in AWSC

Less than 1 Year 2 to 5 years

1 to 2 years 5 to 10 years

More than 10 years

Year of service in your last position

Less than 1 year 2 to 5 years

1 to 2 years 5 to 10 year1 years

More than 10 years

Part II. Please Rate the following statements and circle the numbers in the box accordingly

5= strongly agree (SA) 4= Agree (A) 3= Neutral(N) 2= Disagree(D) 1= Strongly disagree (SD)

Items regarding causes of staff turnover inventories that made employees leave the organization are listed below and circle your choice from the alternatives.

Items	5	4	3	2	1
I. Cases related to demographic variables for employees leaving or staying AWSC					
1. When age increases it had contribution for employees to stay in the organization					
2. Gender issue make you leave the organization					
3. Nothing you gain when you are working at AWSC					
II. Cases related to Job satisfaction factors for employees leaving or staying the organization					
1. You are not satisfied with the work environment of					
2. You are not satisfied with AWSC commitment to provide you things necessary for performing your job					
3. You are not satisfied with the interpersonal relationship between employees of					
4. You are not satisfied with the unmatched position with the skill & knowledge you have.					
III. Cases related to variables of effects observed on the organization because of staff turnover					
1. High staff turnover reduced the work productivity in the organization					
2. Staff turnover discouraged employees from remaining loyal to the organization					
3. Staff turnover increased loss of very experienced skilled employees in the organization					
4. High staff turnover increased workload for each of the remaining employees in the organization.					
5. High Staff turnover incurred costs					
6. Because of staff turnover senior employees spent too much time in training new staff members					
7. High staff turnover broke teamwork in the organization					
IV. Cases related to professionalism and seniority factors for employees leaving					
1. Senior professionals' interest to stay at AWSC was high					
2. Novice professionals' interest to leave the organization was high					
3. All professionals are aware about turnover of the organization					
4. Your higher educational qualification made you leave the organization					
5. Lack of assistance programs in the organization made you leave					
6. Provided training and development practices were not dependable and appropriate to support employees of AWSC					

APPENDIX - B

Interview Questionnaire for: HRBP, POD, Recruitment Manager

1. Would you tell me about your position in the office?
2. How long have you served in this organization?
3. Is management aware about employee's turnover in the organization?
4. What is the status of staff turnover in the organization?
5. Do you think all employees are aware about the staff turnover and its effect on the organization?
6. Do you think staff turnover is negatively affecting this organization? if yes, what effects (major problems) have been observed in the organization?
7. What is your view regarding the causes (reasons) of staff turnover at AWSC? (In detail)
8. What costs AWSC incur due to staff turnover? (doc)
9. What do you say about the managers-employees relationship in the organization
Do you provide orientation for new employees?
10. Do you document exit interviews whenever employees leave the organization voluntarily? (doc)
11. what motivational mechanisms do you use to express your recognition?
12. What motivational mechanisms are there in the organization to reduce staff turnover?
13. What do you intend to reduce staff turnover?