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AN ASSESSMENT OF THE CAUSES OF EMPLOYEE TURNOVER IN OROMIA PUBLIC SERVICE ORGANIZATIONS

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF
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ADMINISTRATION (MBA).**

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May, 2013



An Assessment of the Causes of Employee Turnover in Oromia Public Service Organizations

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Statement of Declaration

I Adugna Tuji, hereby declare that this study entitled, **“An Assessment of the Causes of Employee Turnover in Oromia Public Service Organizations”** is my original work. I have carried out the present study independently with the guidance and support of my research advisor, Ato Teshome Bekele. The study has not been submitted for award of any Degree or Diploma Program in this or other University and that all sources of materials used for the study have been appropriately acknowledged.

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Statement of Certification

This is to certify that Ato Adugna Tuji has carried out his research work on the topic entitled “**An Assessment of the Causes of Employee Turnover in Oromia Public Service Organizations**”.

The work is original in nature and is suitable for submission for the award of Master Degree in Business Administration (MBA).



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Adugna Tuji

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Acronyms and Abbreviations

A = Agree

CEO = Chief Executive Officer

CFO = Chief Financial Officer

CHRO = Chief Human Resource Officer

CIO = Chief Information Officer

COO = Chief Operation Officer

D = Disagree

Df= Degree of freedom

HRMD = Human Resource Management Department

N = Neutral

SA = Strongly Agree

SD = Strongly Disagree

SPSS = Statistical Package for Social Science

SSB = Sum Square Between the sample

SST = Sum Square Total

SSW = Sum Square Within the sample

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Abstract

The purposes of this study were to find out the actual causes behind employee turnover in public service organizations in general and in Oromia Public Service Organizations in particular. Employee turnover has become a problem for public service organizations. Oromia Public Service organizations are one of those organizations that sufferer from this high rate of employee

turnover. Among a total of 1120 professional employees currently working in eight sectors at regional level, 280 employees were selected as the sample of the study. In order to collect primary data, questionnaires were distributed to 280 employees and 252 respondents filled and replied. In addition to questionnaires, interviews were conducted with human resource managers to gather data. Data collected through questionnaire were analyzed using SPSS Window 16.0 version. The tests involved are frequency distribution, Pearson Correlation Coefficient, ANOVA and Regression. The result of the findings indicated the highest factor affecting employee turnover was employees' job dissatisfaction. Monetary reward is another major factor that highly initiates employees to leave the organizations. Respondents are not satisfied with their participation in organizational decision making process, and this is also another factor that causes employee turnover at the organizations. Based on the findings result, it is advisable that the organizations have to implement the retention mechanism by revising compensation policies, encouraging employees to participate in decision making, assigning and promoting employees to different position according to their professional specialties.

Key word: *Causes of employee turnover and Oromia Public service organizations*

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CHAPTER- ONE

INTRODUCTION

1.1. Introduction

This introductory chapter is intended to provide information concerning an overview of the study. It involves background of the study, statements of the problems and research questions,

objectives, (general and specific objectives), significance, scope and limitation, of the study. Also it includes the definition of important terms and the organization of thesis.

1.2. Background of the Study

According to Rodney (2007), Human Resources (HR), the people employed by an organization and the use of their skills in that organization is readily acknowledged as the greatest resource that any organization possesses. Human Resource (HR), the people are the most important asset of an organization. It is only through people that other resources of an organization are transformed into service or product. Without Human Resource an organization cannot attain intended goals and objectives. This is the main reason why employees are being hired in an organization. As said by Baron and Armstrong (2007), the concept of human capital is concerned with the added value that people provide for organizations and the actual basis for competitive advantage as well as an important element of the intangible assets of an organization. As a result, effective human resource management is very important to retain and utilize employees who are well trained and well experienced for organizational goal attainment and its success in all dimensions.

There are different challenges for human resource management in an organization. Employee turnover, which is the main point of this study, is one of those human resource management challenges that affect the productivity and efficiency of the organization. In a human resources context, employee turnover is the rate at which an employer gains and/or loses its employees. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average occupancy than those of other companies in the same industry. High turnover may be harmful to a company's performance since skilled workers are leaving and the worker population contains a high percentage of learner workers in that organization.

Employee turnover is the rotation of workers around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment Ongori (2007). According to Hisson (2009), wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. If it is not managed properly, employee turnover can harm the overall productivity of an organization and it would act as a symptom for some other major problems. As said by Huckman (2008), employee turnover can cost companies a million per year. Employee turnover is a very difficult manner that requires deep understanding of its causes. Many writers had stated that one of the major reasons behind employee turnover is looking for a better job from the financial point of view and the prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover. This practice can be frequently observed at all levels of the economic ladder i.e. lower, middle and higher level economic. However, there is considerable evidence that money is not the only root cause of turnover, even when it is a factor in an employee's decision to quit. Regardless of the causes, different organizations have different methods to manage and control employee turnover and add value to the company by benefiting their employees to reduce the rate of turnover in their organization. Employee turnover affects both workers and the organizations. Workers experience disruption, the need to learn new job-specific skills and find different career prospects. Organizations suffer the loss of jobs-specific skills, in performance of organization and incur the costs of hiring and training new workers.

Most organizations find that employees' turnover is reduced when they address issues that they affect overall company or organizations morale by offering employees benefits such as reasonable flexibility with work and family balance, performance reviews, and performance based initiative, along with traditional benefits such as paid holidays or sick days. The extent an organization will go to in order to retain employees depends not only on employees' replacement costs, but also on overall costs of organizations performance. If an organization is not getting the

performance, it is paying for replacement cost a small price to pay in the long run to replace employees leaved.

Next to the direct cost associated with actual separation of the employees, indirect costs of employee turnover which include; decrease quality of services, loss of trust between the customers and the organization, failure of program, loss of skilled personnel to competitive advantage and loss of talent future leader may contribute to other staffs tendencies to leave the organization.

In Oromia Public service organizations there were no empirical studies conducted on professional employees' turnover which were supported by formal and published research. For that reason, this study was conducted on Oromia Public Service Organizations particularly on regional level Agricultural development, Education, Finance & Economic Development, Health, Justice, Land and Environmental Protection, Revenue, and Water, Mineral & Energy bureaus. Therefore, this study is clearly identified the causes of employees' turnover and its management or retention mechanism which will help in developing appropriate policy and training program at country level in general and at Oromia public service organizations in particular.

1.3. Statements of the Problems

Employee turnover has become a serious management problem because it brings financial and moral impact on the organization scarce resources. Today, public service organizations are finding difficult to retain well performing, well experienced, and soundly trained employees as a result of turnover.

High employee turnover has become a problem for government organizations since well experienced and well qualified experts leave the position they held in the offices. Oromia Public Service Organizations are one of those organizations that sufferer from this high employee turnover. Currently the Organizations are facing a frequent turnover of staff, and as such the high

turnover is costing the Organizations in terms of delay in quality service delivery, money and time to replace and train new comer employees.

There are a variety of studied carried out on the topic to indicate the causes of employee turnover and preventive measures that managements of an organization may undertake to control the high rate of employee turnover. However, most of the studies carried out were done in developed countries that may not consider developing countries. Thus, this research attempted to fill this gap via assessing those factors that cause employee turnover in context of Ethiopia, specifically in Oromia Public Service Organizations. The study focused on answering the following research questions.

1. What is the effect of demographic factors on employee turnover?
2. What is the relationship between compensation and turnover?
3. Do working condition and job dissatisfaction lead to employee turnover?
4. Does lack of promotion and inappropriate work assignment lead to employee turnover?
5. Does absence of good peer group relationship and supervision lead to employee turnover?

1.4. Objectives of the Study

1.4.1. General Objective

The main objective of this research was to identify the major causes behind the frequent professional employee turnover in Oromia Public Service organizations and to provide positive suggestions in order to reduce turnover and retain competent employees.

1.4.2. Specific Objectives

The specific objectives of the study were:

- To identify the relationship between, promotion, working environment, monetary reward, job satisfaction, job scope, peer group relationship and supervision to the turnover intention among the professional employees.
- To see whether the payment system is a factor for employee turnover.
- To identify the difference in the demography factors (age, education level and working experience) to the turnover intention among the professional employees.
- To see whether inappropriate work assignment is a reason for employee turnover.
- To identify the major causes of employee turnover in the organizations.

1.5. Significance of the Study

I believe that this study is able to support the human resource managers in understanding the level of labor turnover which could in danger the progress of their organization's effectiveness and efficiency. The study is attempt to identify the cause of employee turnover in the sectors and the related problems associated with it, so that it helps the organization to be aware of the state of turnover. Besides, the information which is gathered and analyzed in the study helps the organizations to understand the root cause of employee turnover. Moreover, the study can be used as a base line studies for further studies on the topic.

1.6. Scope of the Study

Employees' turnover is wide in the sense it includes voluntary and involuntary turnover. This study however, addresses only voluntary turnover of employee in the organizations. The study also delimit itself on voluntary employee turnover in Oromia Public Service organizations at regional level offices, it does not focused on zonal and woreda level offices. Also with in the regional offices, the study focused on selected bureaus of professional employees who are currently working in selected bureaus. However, the recommendation provide can help zonal and woreda level offices as well as other governmental and non-governmental, profit making and

service provider organizations to retain and utilize their well trained and well experienced employees.

1.7. Limitations of the Study

Although this study tried to cover some aspects of employee turnover in the public service organizations, it may have some limitations. The first limitation is associated with the sample itself. There is a possibility that sample units might not express the actuality of the total population. Other limitation expected, some sample units who are very loyal to the Bureaus might hide the limitation from the organizations' side, and some sample units expected to hide some facts. Not including zonal and woreda level offices may be also other limitation of the study. Difficulty of getting ex-employees of the organizations is forced the researcher to rest only on existing employees and the absence of the representative of ex-employees is another limitation.

1.8. Definitions of Terms

The study uses some important words or phrases that related to the research objectives to describe some of the terms in this study. The definitions are as follow.

a. Turnover intention

It is one's behavioral intention to resign. It refers to the deliberate consciousness of the workers to leave their current organization. Intention to quit is the individuals own estimated subjective that they are permanently leaving their organization.

b. Job Satisfaction

Job satisfaction is a set of favorable and unfavorable attitudes with which employees view their work. It expresses the amount of agreement between the employee expectations from the job and rewards that the job actually offers.

c. Monetary Reward

Monetary reward is viewed as part of the permission system used in the organization to motivate agreements with its rules and regulations. It is viewed as an important remuneration and outcome.

d. Promotion

It the movement of a person to higher level position in the organization. It is also defined as the assignment of an employee to a higher level job within an organization.

e. Working Environment

It entails that all activities that take place in organizational working area and if not managed properly it leads to employee turnover.

f. Supervision

Supervision is the process of planning, directing, controlling and organizing the work of others through face to face contact with subordinates. The supervision in this study means that the advice and observation that the managers provide to their subordinate to help them to perform a better job.

g. Demographic Factors

Demographic factors are personnel characteristics of employees. These characteristics are include; age, gender, qualification, marital status, working experience or tenure and they may cause employee turnover.

h. Job Scope

Job scope can be defined as the density and challenges of the job contents. Job scope may depend upon some factors. One of the possible factors of job scope is the strength of the growth need.

1.9. Organization of Thesis

The study consists of five chapters in which each chapter has been discussed in detail. Chapter one is an introduction that concerning the various important parts such as study background, statement of the problem, clarification of the general and specific objectives of the study, scope, significance and limitation of the study. Chapter two encompasses a review of related literatures

which includes; definition, types and causes of employee turnover, study framework and hypothesis of the study. Chapter three contains research methodology which involves research design, source of data, study population, sampling techniques, data analysis, and variable and measurement description. The results of analysis and findings developed from the study are presented in Chapter four. The final chapter contains a summary of the study and findings and recommendations for the organizations and further study.



CHAPTER-TWO

REVIEW OF RELATED LITERATURE

2.1. Introduction

In this chapter, review of related literature on employee turnover and associated facets was assessed. The views of various articles and previous research done in the field of employee turnover were discussed to provide a background for the research preparation and serve as basis for the formulation of a conceptual framework, which was tested in the field by an analysis. It includes definition of employee turnover, types of turnover involves voluntary and involuntary, avoidable and unavoidable, functional and dysfunctional, internal and external, skilled and unskilled turnovers; and causes of employee turnover which consists of demographic factors, job satisfaction, compensation package, leadership style, peer group relationship, working environment, promotion and job scope; theoretical framework, study model and study hypothesis.

2.2. Definition of Employee Turnover

Employee turnover has been one of the most studied subjects in organizational behavior literature. To better understand the causes of employee turnover, one must understand how turnover is defined.

Employee turnover refers to people coming into and people moving out of an organization. Usually, the term refers to what is sometimes called voluntary employee turnover which is the normal turnover as opposed to people being fired in unusual situations (Mattsson and Saraste, 2002). As cited by H. Hammerberg (2002), Price (1977) defines turnover as the degree of individual movement across the membership boundary of a social system. This definition includes the attainment and the hiring of new employees to the organizational work performance. Clifford (2012), briefly states that turnover is any departure beyond organizational boundaries. This indicate that the separation of employee from the employer by any means. Khatri (1976) has defined employee turnover as, “the period of deteriorate to move from a job in one place to some other job in some other place”. This indicates that the movement of employees from one

organization to other organization for the same position or some different position derived by the internal desires of the individual. “Employee turnover is a part of normal business activity” said by Hope and Mackin (2007). This implies that employees join the organization or the employer and separate from the organization as their life situations change. Deepa and Stella (2012), define employee turnover as, “Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees”. According to this definition employee turnover means that the assessment of the number of workers an organization should substitute during a given time period to the existing number of workers in an organization.

According to Lensa (2007), employee turnover is defined as the entry and exit of individuals into and out of the workforce of an organization over a specific period of time. Exit from an organization can take the form of resigning, retirement, dissimilar or death. For this reason, employee turnover can be defined as the entrance of new employees into the organizational work environment and the departure of existing employees from the organizational work environment. In line with Kuria and Ondigi (2012), employee turnover is a gradual process. This indicates that an employee starts by an assessment of the on hand job and the atmosphere in the work is being performed. It is believed that work atmosphere plays an essential role on an employee’s decision to carry on working in an organization or to stop. Job dissatisfaction follows in deciding to stop working in an organization. On the other hand, the employee may assess the value of searching for the new job. The search for an alternative job takes place and employee evaluates all the jobs that are available for him or her. Judgment is further made with the on hand job and the most option jobs that are searched and final decision is arrive at by either to continue working on the existing job or separating from the existing work as the final step. Employees who are dissatisfied with the existing job are may take the decision to separate from that organization which is not satisfied employees.

Turnover rates for employees can be measured and compared over time and across companies using what is commonly referred to as the employee turnover index. The index is calculated as follows: (Hammerberg, 2002)

$$TTR = [S/N] \times 100$$

Where;

TTR = Total Turnover Rate

S = Number of Employees Separated in the Period

N = Average Number of Employees in the unit in the Period

2.3. Types of Turnover

There are a few generally accepted forms of employee turnover. These include that Voluntary and Involuntary Turnover; Functional and Dysfunctional Turnover; Avoidable and Unavoidable Turnover; Internal and External Turnover; and Skilled and Unskilled Turnover. This sub-topic was discussed about those different types of turnover that are mentioned in above paragraph. It is necessary to understand the types of turnover to identify the fundamental causes of employee turnover which leads to employees leave of the organization.

2.3.1. Voluntary Turnover

When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Curran, 2012). According to this definition the turnover is initiated by the choice of the employee. Abdali (2011), stated voluntary turnover as “The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees”. Voluntary turnover is voluntary cessation of membership of an organization by an employee of that organization (Katamba, 2011). Ronra and Chaisawat (2009), had described that voluntary turnover is the situation when an employee decides to end the relationship with the employer for personal or professional reasons. As per this description, the decision to leave the organization is associated

with being unsatisfied with the circumstances of current job and having attractive alternative from other organization.

Employee turnover, as a voluntary phenomenon, refers to an individual's self-initiated and permanent termination of membership in an organization (Reiche, 2008). As this explanation the turnover occurrence is initiated by the employee his or her self and the turnover is the permanent one. This means once the employee separated from the employer, he or she does not join that organization again. Academic interest in voluntary turnover results from the fact that organizations have less control over employee initiated turnover than company-initiated discharge (Reiche, 2008). Also, since high performing employees are thought to have access to more external employment opportunities than poor performers and are therefore more likely to quit, voluntary turnover is particularly harmful for organizational performance (Reiche, 2008). According to this idea, high performer employees have more opportunity to leave the organization.

According to Nawaz, Rahman and Siraji (2009), Voluntary Employee Turnover means when an employee leaves the company with his own intension. It might be due to better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor. This indicates that voluntary turnover is caused by better job opportunity from other organizations, existing job dissatisfactions due to different factors in the current organization, bad working condition in the current organization, and unenthusiastic behavior of manager in the current organization.

2.3.2. *Involuntary Turnover*

Involuntary Turnover is the turnover initiated by the organization (often among people who would prefer to stay (Ronra and Chaisawat, 2009). This type of turnover occurs when manager of the organization decides to terminate its relationship with an employee due to organizational bankruptcy or a poor fit between the employee and the organization. Involuntary turnover can be

defined as “The turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer’s initiated termination” (Abdali, 2011:3). As per this explanation the turnover is initiated by the natural phenomenon or by the organization itself. Curran (2012:11-12), define involuntary turnover as “an instance of involuntary turnover, or a discharge” that “reflects an employer’s decision to terminate the employment relationship”. This type of turnover is initiated by the employer and the relationship between employee and employer come to an end. The involuntary turnover includes retirement, death, and dismissal because of poor performance result or unethical behavior at work place, as well as resigning to take care of a lethally ill family member or movement of a spouse to another area. The employer may initiates involuntary turnover due to organizational bankruptcy, desires to decrease costs, introduction of new technology, and organizational restructure.

2.3.3. 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’, where as “A turnover that happens in unavoidable circumstances is called ‘Unavoidable Turnover. According to this definition, the organization first of all 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 are cannot controlled by the management of the organization.

2.3.4. Functional and Dysfunctional Turnover

Functional turnover can be defined as “a turnover in which poor performers leave” while Dysfunctional turnover can be defined as “a turnover in which good performers leave” (Abdali, 2011). The poor performer employee can leave the organization in any means and this situation is functional turnover because, the poor performer employees can be invaluable for the organization. When these poor performer employees leave the organization, the company can benefited by cutting unnecessary costs that incurred for that poor performer employees. But, when good performer employees leave the organization it negatively influences the organization by losing employees who benefit that organization.

2.3.5. Internal and External Turnover

Turnover can be classified as ‘internal or ‘external’. Internal turnover happens when employees send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee. According to this definition, when employees of the organization move from one position to another position or from one department to another department or within the same organization, the employee leaves the position or the department and the movement is known as internal turnover. However, external turnover is the separation of employees and employer voluntary or involuntary.

2.3.6. Skilled and Unskilled Turnover

Untrained, uneducated and unskilled positions often face high turnover rate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the other hand skilled and educated positions may create a risk to the organization while leaving. Therefore, turnover for skilled and educated professionals leads for incurring replacement costs as well as competitive disadvantage of the business (Abdali, 2011). In accordance of this definition, when inexperienced, unqualified, inexpert, and untalented employees leave the organization, the turnover is termed as unskilled turnover and vice versa.

Employers do not worry about unskilled employee turnover because of the ease of hiring new ones. On the other hand, high turnover of skilled employees pose a risk to the business and ultimately in the organization in the form of human capital lost. These include skills, training and acquired knowledge. Since these specialized employees have skills that are relatively scarce and can be re-employed within the same industry, their leaving can act as a competitive disadvantage to the organization in addition to the cost of replacing them (Emeka and Ikemefuna, 2012). In general organizations face low risk with the unskilled turnover and face high risks with the skilled turnover.

2.4. Causes of Employee Turnover

Employees voluntarily resign their engagements in organizations for various reasons which can be classified into two: pull and push factors. The pull factors include the attraction of a new job in other organizations. Push factor may be dissatisfaction with the present job that motivates an employee to seek alternative employment elsewhere. However, this study is focused on demographic factors, job satisfaction, compensation, working environment, leadership styles, peer group relationship, employee advancement, and job scopes.

2.4.1. Demographic Factors

As said by Abdali (2011), the demographic and personnel characteristics of an employee may be reason of leaving from the organization. These characteristics are include; age, gender, qualification, marital status, experience and tenure. According to Parker and Skitmore (2003), top performing females have turnover rates that are 2.5 times those of their male counterparts, a fact that they point out to the demands of balancing work and family life. Moreover, it has been found that female managers are more likely to leave their organizations when they perceive a lack of career opportunities within their organizations.

Besides, employees more qualified in their professionalism tend to leave their current organization because they have more opportunity to gain better work than employees who have

less qualification. Marital status also has great influence on employees' turnover. Employees who have married, have children, and have stabilized family life situation prefer to stay in organization areas that they stabilized their family life. However, employees who do not married and free to move from place to place can have more chance to exercise turnover. In addition, employee who have more work experience can be leave the current organization since they have more opportunity to gain better work and working condition than employees who have less work experience. A mature person has more confidence and patience on the work place than a younger one. According to Nawaz, Rahman and Siraji (2009), with increase in age a person has greater level of prestige and confidence.

2.4.2. Job Satisfaction

Employees of an organization may do have many attitudes about their work and their working environment. These attitudes vary along many dimensions; include objectives, specificity, strength, salience, and stability of the work and in this sub-topic the attitude of employees on job satisfaction was discussed.

Aziri (2011), defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. According to this definition even though job satisfaction is under the pressure of many external factors, it remains something internal factors that has to do with the way how the employee feels. That is job satisfaction presents a set of factors that cause a feeling of satisfaction. Job satisfaction is defined as the pleasurable emotional state resulting from the appraisal of one's job as achieving or facilitating the achievement of one's job values (Ping He, 2008). According to (Judge, Hulin and Dalal, 2009), Job satisfactions are defined as multi-dimensional psychological responses to one's job. These responses have cognitive (evaluative) and affective (emotional) components. Job satisfactions refer to internal evaluations of the favorability of one's job. These evaluations are revealed by outward that is verbalized and inward that is felt emotional responses.

The multi-dimensional responses can be ranged along good or bad, positive or negative phenomenon.

According to Randhawa (2007), high job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover. He argued that job dissatisfaction would be more predictive of turnover. Curran (2012:16) defines job satisfaction as “all characteristics of the job itself and the work environment which employees find rewarding, fulfilling and satisfying, or frustrating and unsatisfying”. Individuals will be satisfied with the job when their expertise, abilities, knowledge and skills are fairly utilized by the organization and when the organization grants opportunities of advancement and rewards.

As said by Nawaz, Rahman and Siraji (2009), Job satisfaction is more about happiness on the work place. It is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences and it is a widely accepted phenomenon that job satisfaction has negative relation with voluntary employee turnover in an organization. Job satisfaction is the most important variable to understand employee's intent to leave the organization. As this explanation, dissatisfied employee has more intention to leave the job. Employees can be dissatisfied through different factors like bad work environment, supervisors negative behavior, less growth chances or less monetary rewards. Empirical findings suggest that satisfied employees are more likely to be effectively committed to their organization than those who are dissatisfied (Feng and Angeline, 2010). They observed that job satisfaction rather than organizational commitment related to the actual turnover of employees.

2.4.3. Compensation(Monetary Rewards)

Monetary reward has been defined in such a way like cash or equivalent that an employee receives against his services from the employer. Here equivalent reward includes fringe benefits, medical facilities and provident fund. Monetary rewards have negative effect on employee

turnover. This reward helps to raise job satisfaction and likewise suite for minimizing the intent to leave the job (Nawaz, Rahman and Siraji, 2009).

Compensation plays an important role to retaining employees (Abdali, 2011). Researchers believed that frustration with salary and pay strongly motivate employee turnover. The lack of different compensation packages like fringe benefits and incentive pay certainly generate a force on holding experienced and qualified employees. Employees demand an appropriate level of compensation for their effort. Such compensation may be offered in monetary (direct) reward, such as salary and bonus, or bundled with other non-monetary (indirect) reward such as medical insurance and transportation services (Ut Lon IM, 2010). Poor compensation is widely known as one of the problems in the organization that leads to employee turnover. According to Shamsuzzoha (2003), one of the most common reasons given for leaving the job is the availability of higher paying jobs. This implies that employee leaves the current organization to gain better payment from other organization.

When looking at specific vacancy characteristics, pay level is one that stands out that as being important to most applicants. Pay is considered one of the most effective and important job attributes in determining applicant attraction to the organization. Employees preferred organizations with high rather than low pay, flexible rather than fixed benefits, individual rather than team-based pay, and fixed rather than variable pay (Payne et al, 2010). This indicates that compensation is the most important element in attracting, retaining and utilizing qualified workers.

The perception of getting fairness about the level of compensation, the equality in the sharing of pay and rewards, strongly create turnover. The conventional elimination of compensation packages doubtlessly misjudges the outcome of discernment of fairness on decisions to exit (Abdali, 2011:13-14). According to this explanation, making discrimination during offering compensation may cause employee turnover. Thus, the management of the organization should

treat in equitable and justice during supervision, distribution of compensation and other important remunerations to retain well experienced and well qualified employees within the organization. Fair compensation policy is very important for both employer and employees. Employer should compensate its employees in equitable with the work done, and employees should ask the amount of reward according to their work performance result. If so, it leads to reduction in employee turnover.

2.4.4. Leadership (Supervision) Styles

According to Rosse (2010), Leaders are defined as senior executives, those described in academic literature as the upper echelons or the top management team, and more formally referred to as members of the C-suite that is president, CEO, COO, CFO, CHRO, and CIO. The coordination between managers or supervisors with their sub-ordinates may create impact on employee turnover. It depends on the employee's satisfaction with their supervisors and also the communication skills of supervisors to handle their subordinates (Abdali, 2011). Employees are trusted in how they manage their own time and outputs and they have access to parts of the business previously reserved for management such as strategic, tactical information, and profit. Decision making is a collective and interactive exercise that requires committed participation from both management and employees (Swanepoel, 2008). This implies, are interested in sharing of organizational decision making.

2.4.5. Peer Group Relationship

The employee turnover can be seriously effect due to peer-group relations. The strong relation among the work group, integration, and satisfaction with the coworkers decreased turnover. The well-built peer group relations are remote cause of turnover and also a source of job satisfaction

(Abdali, 2011). As this explanation, good and cohesive relationship among workers of the organization can reduce turnover.

2.4.6. Working Environment

Working conditions play vital role to increase job satisfaction and organizational commitment in the labor force community. The work environment includes factors or features that have all work related conditions for employees. Employees want to stay within the organizations just have of clean and healthy environment. The match between proportions of environment and employee values may characterize out trustworthiness with the organization (Abdali, 2011:18). Since employees prefer to work in environment which suitable for their live, working environment is one of the main causes that influence employees to decide on whether to continue or to leave the organization. According to Lambert (2006), Work environment factors, including supervision, autonomy, communication, support, authority, promotion, and input into decision-making, have also been found to be related turnover.

2.4.7. Lack of Promotion or Advancement

Promotion is defined as ‘the movement of a person to higher level position in the company’. Conceptually, promotion is also defined as ‘there assignment of an employee to a higher level job within an organization’ (Masri, 2009). Job promotions might review through different measure scales like, satisfaction with promotions, opportunities for promotions and actual promotions (Abdali, 2011). When employees perceive no growth for future or desire to advance within the system, they have no reason to remain in the current work situation. If employees are not properly promoted, they will leave the organization.

2.4.8. Work Assignment (Job Scope)

Job scope can be defined as, the density of the job and challenges of the job contents. Job scope may depend upon some moderators. One of the possible moderators of job scope is the strength of the growth need. Complexity of job most increases job satisfaction with work and loyalty to

the organization in employees who have strong growth needs (Abdali, 2011). This implies that when the job content of the organization is large and complex, it leads to high satisfaction of employees in that organization. In this sense, when employees are satisfied with the works of the organization, it resulted in the reduction of turnover intention. Job involvement may discourage employee to exit. Logically, employees who consider engage in their jobs, psychologically, acknowledged with their jobs, may feel bound to jobs (Abdali, 2011). This implies that when employees are assigned to the position according to their profession and specification, they are more interested and satisfied with their work, and the working environment becomes clear for employees to accomplish intended organizational objectives and objective accomplishment lead to job satisfaction.

2.5. Theoretical Framework about Employee Turnover

Employee turnover is the most studied events in the past and several theories have been developed to explain why employees voluntarily decide to leave their current organization. These include the Theory of Organizational Equilibrium, the Met Expectation, the Linkage, the Unfolding Model of Turnover, and The Job Embeddedness Theory of turnover.

2.5.1. Organizational Equilibrium Theory (OET)

Nawaz, Rahman and Siraji (2009), stated that Employee Turnover occurs when individuals perceive that their contributions to an organization exceed the inducements they received from that organization. According to Osamu (1994), an individual tries to satisfy his needs or motives, in many cases he cannot get enough satisfaction due to many types of human limitations. When an individual cannot get satisfaction, he will withhold or withdraw his contributions and will

separate from the organization. According to this theory, employees are looking from the organization to provide incentive that balance their contribution. This indicates when the incentive offered by the organization to the employees is less than their contribution, employees become dissatisfied with the inducement and this leads to turnover.

2.5.2. Met Expectation Theory

Premack and Davis (1992) stated that the concept of met expectations as the discrepancy between what a person encounters on the job in the way of positive or negative experiences and what he expected to encounter. Employees' expectations may include fair remunerations, advancement, and good relationship with colleagues and supervisors, suitable working environment, and appropriate work assignment. The essential thought of this theory is that when an employer fails to fulfill an employee's expectations, it will lead to employee turnover.

2.5.3. Linkage Model

Linkage model explains a series of interrelated links between job satisfaction and voluntary employee turnover. In this model one major factor is considered by job dissatisfaction which leads a series of withdrawal intensions like thoughts of quitting, job search intension and fringe benefits comparison, this behavior ultimately is the cause for high voluntary employee turnover (Nawaz, Rahman and Siraji, 2009).

2.5.4. Unfolding Model of Turnover

According to Morrell (2006), the unfolding model is a retrospective, classificatory account of voluntary turnover that treats quitting as a decision process. Unfolding model of employee turnover is specifically focused on four psychological paths that an employee chooses when he leaves the job. Process of turnover starts from a shock that employee's premeditated judgment about their jobs. This shock then directly linked with employees system of belief and images.

Ultimate result of this shock employee has to quit the job without considering emotional attachment with the organization (Nawaz, Rahman and Siraji, 2009).

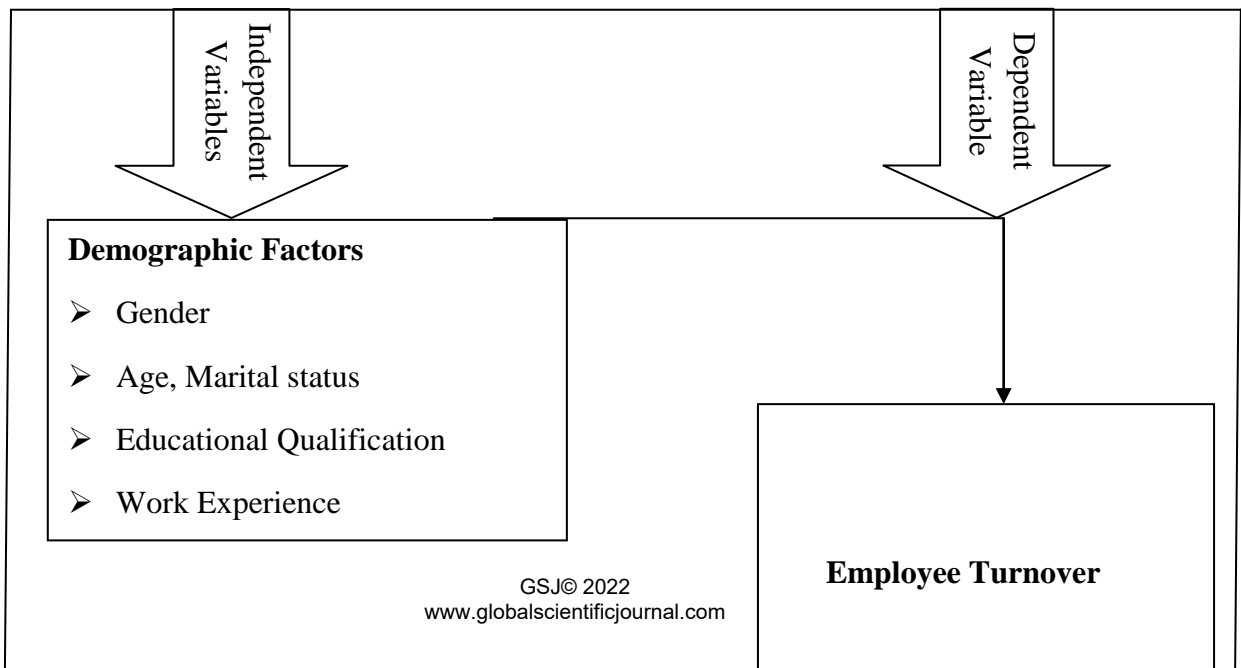
2.5.5. Job Embeddedness Theory

As said by Ramesh (2007), job embeddedness describes the factors that keep an individual from leaving the organization, in spite of experiencing situations that might lead to thoughts of leaving. Job embeddedness can be work related (positive relationships with supervisor and coworkers, good health benefits) or non-work related (spouse works in the same area, parents live in the same community). These work and non-work domains can be further divided into three types of attachment that is links (how many people is the individual connected with), fit (does the individual feel well matched with their work and non-work environment), and sacrifice (what does the individual have to give up in order to leave).

2.6. Study Model

Based on the overall review of related literatures and the theoretical framework, the following model was developed. The independent variables, including demographic factors, job satisfaction, compensation, leadership styles, promotion, peer group relationship, working environment and job scope explained are assumed to be the causes of employee turnover in our country context specifically in Oromia Public service organizations.

Figure -2.1: Study Model



Basic Factors

- Job satisfaction
- Compensation package
- Leadership style
- Peer group relationship
- Working environment
- Promotion
- Job scope



Source: *Review of Related Literature and Study Framework*

2.7. Study Hypotheses

Based on the review of related literature and study framework, to arrive at the real causes of employee turnover in this study, the following hypotheses have been tested:

1. H_0 : There is a significant difference between demographic factors and turnover intention.
2. H_0 : There is a significant negative relation between job satisfaction and turnover intention.
3. H_0 : There is a significant negative relation between payment system and turnover intention.
4. H_0 : There is a significant negative relation between supervision style and turnover intention.
5. H_0 : There is a positive relation between peer group relationship and turnover intention.
6. H_0 : There is a significant negative relation between working environment and turnover.
7. H_0 : There is a significant negative relation between promotion and turnover intention.
8. H_0 : There is a significant negative relation between job scope and turnover intention.

2.8. Conclusion

This chapter presented a review of related literature that focused on the relationship between job satisfaction, monetary reward, supervision, and promotion, job scope, working environment, peer group relationship and turnover intention. A theoretical framework was developed based on the

literature review. The following chapter is describes the procedures and methodology used for data collection and analysis of the study.

CHAPTER-THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents a description of the research design and methodology used in the study. Also it provides an overview of the research study, a description of the instrument used for data gathering, targeted population, sampling procedure, sources of data used, and methods of data analysis, presentation and interpretation.

3.2. Research Design

The research design employed in this study is both quantitative and qualitative research design. The study involves survey of different documents regarding employee turnover, close ended questionnaires and an interviews made with human resource managers. Causes of employees' turnover were assessed and quantified by using 5-point Likert scale method. Independent

variables and dependent variable, turnover were clearly explained. The study tried to explain whether each independent variable factors has influence over employee turnover, and correlational study is used as measurement method.

3.3. Source of Data

In attempt to address the assessment of the causes of turnover and to provide possible recommendations, both primary and secondary data sources employed. With regard to primary data, the data collected through questionnaires filled by the existing staffs of the organizations and interviews conducted with human resource managers were used. Besides the history of terminated and hired employees data starting 1999 to 2004 E.C were taken from human resource management department of the Oromia public service. Secondary data were collected from the human resource management books, articles, literatures, journals, previous researches and, websites (internet).

3.4. Study Population

The population of the study is the whole employees who are working in Oromia Public Service Organizations at regional level specifically in Agricultural Development, Education, Finance and Economic Development, Health, Justices, Land and Environmental Protection, Revenue, and Water, Mineral and Energy bureaus.

3.5. Sampling Technique

For the purpose of this study, convenience sampling technique was used for selecting bureaus among different sectors, and stratified sampling technique is employed to drawn samples. Bureaus were used as strata and from each stratum 25% of employees were selected as the sample i.e. $n_i = 25\%N_i$, and $n = \sum n_i$. Where: n_i and N_i are sample size and total population in each stratum respectively and n is total sample size. Currently 1,120 employees working in eight

bureaus and among these employees a sample of 280 employees were drawn. Out of 280 respondents, 252 (90%) responded and returned questionnaires. It is believed that the sample taken is representative of target population.

3.6. Analysis of Data

Data collected from questionnaires were analyzed by using SPSS 16.0 version. Both descriptive and inferential statistics are employed to analysis data; descriptive statistics such as frequency and percentage are used to describe the respondents' characteristics. Regarding inferential statistics, Pearson correlation coefficient is used to show the degree of linear relationship between independents and dependent variables. Also analysis of variance (ANOVA) used to show the difference in turnover intention by demographic factors (age, work experience and education level).

3.7. Variables and Measurement

The questionnaire is one of the main tools for collecting data from respondents in the study. In this study the questionnaire is a six-page questionnaire which is divided into four sections includes; Section-I, Section-II, Section-III and Section-IV. All sections of the questionnaires are developed in English language.

3.7.1. Interpretation of Variables

Section-I: Background of the Respondent: - The first section of the questionnaire requires information about personal and demographic data of respondents. Questions covering gender, age, educational level, length of service in the organization, and marital status were asked, and the responses interpreted using frequency distribution and percent.

Section-II: General Questions: - Here respondents asked about the intensity of employee turnover in their organization, the degree of their satisfaction with their involvement in their

organizational decision making, their intention to stay in their present organization, and about the degree of their satisfaction with the amount of compensation paid to them for the work they do. Their responses analyzed and interpreted by using descriptive statistics such as frequency and percentage.

Section-III: Factors Related to the Causes of Employee Turnover: - This section measures the level of employees job satisfaction, monetary rewards, supervision styles, promotion opportunities, job scope, working environment, and peer group relationship that influence turnover intention. Generally the section consisted of 46 questions as shown in the Table-3.2 below.



Table-3.1: The components of questions

S/n	Factors	Total Questions
1	Factors of Job satisfaction	7
2	Factors of Compensation (Monetary reward)	8
3	Factors of Leadership style (Supervision)	7
4	Factors of Promotional opportunities	6
5	Factors of Job scope (Job assignment)	8
6	Factors of Working environment	4
7	Factors of Peer group relationship	6

	Total	46
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Source: *Research Questionnaire, 2013*

In order to answer the questions, respondents have to select their choice of answer based on the five point scale according to their opinion on each question. Each answer has been given a score and it is assumed that the format is easier for the respondents to understand the concepts and provide precise answers. The five-point scale is used to measure the level of the factors as shown in Table 3.2.

Table-3.2: Five-Point Scale

S/n	Choices	Score
1	Strongly Agree	1
2	Agree	2
3	Neutral	3
4	Disagree	4
5	Strongly Disagree	5

Source: *Research Questionnaire, 2013*

Section-IV: Turnover Intention: - This section consists of questions that can measure the intention of respondents to leave the organization. Turnover intention was measured in four items including “I plan to leave my current organization, I will look for a new job opportunity in next year, I will leave voluntarily my present organization under any situation, and I often thinking about quitting”. The respondent rated their level of agreement/disagreement with each item on a five-point Likert scale.

3.7.2. Validity of the Questionnaires

Validity refers to the degree to which research instrument measures what it is supposed to. It also refers to the extent to which an empirical measure adequately reflects the real meaning of the concept under consideration. However, an instrument cannot measure the attribute of interest if it is unpredictable, inconsistent, and inaccurate. According to LoBiondo-Wood and Haber (2006),

there are three major kinds of validity including content, criterion-related, and construct validity. For this study, face-to-face communication, criterion-related, and construct (linking the idea of human resource managers and the idea of employees) validity were used to assess the validity of the instrument.

3.7.3. *Reliability of the Questionnaires*

The reliability of the questionnaire is tested by using Cronbach's Alpha or called Alpha Coefficient to show the internal consistency of the questionnaire. As stated by Masdia Masri (2009), the closer the reliability coefficient to 1.00 is the better. In general, reliabilities less than 0.60 are considered poor; those in the range of 0.60 to 0.80 are considered good and acceptable. In this study, all the independent variables and dependent variable turnover, met the above requirement. The alpha value for each question is identified and summarized in Table-3.3 as shown below.

Table-3.3: Alpha Coefficient for Each Section of Questionnaire

S/n	Section	No. of Items	Alpha Value
1	Factors of Job satisfaction	7	0.776
2	Factors of Compensation (Monetary reward)	8	0.834
3	Factors of Leadership style (Supervision)	7	0.906
4	Factors of Promotional opportunities	6	0.870
5	Factors of Job scope (Job assignment)	8	0.728
6	Factors of Working environment	4	0.830
7	Factors of Peer group relationship	6	0.899
8	Turnover Intention	4	0.820

Source: *Research Questionnaire, 2013*

CHAPTER-FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1. Introduction

In this chapter the data obtained on employee turnover from organizations' report, interview conducted with human resource managers of three bureaus, and data collected through questionnaires from professional employees currently working in the Oromia Public Service Organizations at regional level are analyzed, presented and interpreted by using frequency distributions, analysis of variance (ANOVA) and Pearson's correlation coefficient.

4.2. Trends of Turnover at Oromia Public Service

Employee turnover is frequent and it is becoming a series problem at Oromia Public Service Organizations. The following table shows terminated-employed rate at the organizations from 1999 to 2004 E.C.

Table 4.1: Trends of Turnover Rate

Year	Average Employed	Terminated	Rate of Turnover
1999 E.C	868	231	26.61%
2000 E.C	914	322	35.23%
2001 E.C	987	326	33.00%
2002 E.C	1,065	349	32.77%
2003 E.C	1,098	399	36.34%
2004 E.C	1,114	408	36.62%

Source: HRMD Report of Oromia Public Service, 1999 - 2004

As shown in the table 4.1 above, Oromia Public Service Organizations are facing high rate of terminated-employed. This indicates there is high rate of employee turnover at the organizations. Because of the high rate of employee turnover, the organizations are incurring both tangible and intangible costs. Tangible costs include; recruitment and training cost, while intangible costs include; loss of time for replacing terminated employees, lack of delivering quality service on time, and loss of organizational good-will.

Based on the information obtained from the organizations' report, attempt was made to find and understand the real causes of employee turnover in the organizations by taking eight bureaus in Addis Ababa. Interviews with three human resource managers working in three different bureaus (i.e. Agricultural Development, Finance and Economic Development and Water, Mineral and Energy bureaus) were made and 280 questionnaires were distributed to employees selected from eight different bureaus as a sample and the findings are presented here under.

4.3. The views of Human Resource Managers on Employee turnover

In this section, the results of the interviews made with the human resource managers on issues related to intensity, reason, and intention of current employees about turnover is discussed. The

results are important in providing comparison between what managers think as causes of employee turnover and what employees perceive.

According to the view of the personnel managers, their organizations are losing skilled manpower to other organizations where the compensation or monetary reward system is higher than their organizations. In accordance with the opinion of the human resource managers, the organizations have been facing high rate of employee turnover but, the rate become decreasing in 2005 E.C. since salary adjustment is made.

The personnel managers have made informal communication with employees who are going to leave the bureaus when they submit application letter to the human resource management department for requesting the certificate of work experience and clearance. Accordingly, the main reason that voluntary resigned employees pointed out is salary difference between the Oromia Public Service Organizations and the organization they are going to join. This implies that employees have been leaving the organizations because of lower scale of payment compared to other organizations.

According to the human resource managers, the main reason why employees have been leaving the organizations is due to the lower salary employees get from the organizations. Most of the organizations that the ex-employees joined are large non-governmental organizations, customs authority office, universities, Oromia water work construction enterprise, anti-corruption bureau, and private colleges where there is more attractive salary scale and benefit packages than Oromia Public Service Organizations.

The managers also asked about the view of existing employees to stay in the organizations and replied that since the organizations made salary adjustment the trend of turnover has been decreasing and this indicates employees have a sense to stay within the organizations. But since there is advanced communication technology for searching better job opportunities through

different media, like internet, the managers have a great hesitation how current employees will stay in the organizations.

4.4. Frequency Distributions

This section describes the frequency distribution of respondents' personal or demographic characteristics. Demographic characteristics (sex, age, working experience, education level and marital status) described by using frequency and percentage. Respondents' view about intensity of employee turnover in their organization, level of their satisfaction with their involvement in organizational decision making and level of their satisfaction with payment, and about the relationship between their personal skills and the skills needed to perform the work is described using descriptive statistics.

Table 4.2: Frequency Distribution-Demographic Characteristic of the Respondents

S/n	Item	Measurement	Freq.	Percentage	
				Valid %	Cumulative %
1	Sex	Male	204	81.0	81.0
		Female	48	19.0	100
		Total	252	100	-
2	Age	Less than 25	19	7.5	7.5
		25 – 35	64	25.4	32.9
		35 – 45	84	33.3	66.3
		45 – 55	58	23.0	89.2
		55 – 65	27	10.7	100
		More than 65	-	-	100
		Total	252	100	-
3	Educational Qualification	10 + 1	2	0.8	0.8
		Diploma holder	13	5.2	6.0
		First degree	162	64.3	70.3
		Second degree	75	29.8	100

		PhD	-	-	100
		Total	252	100	-
4	Working Experience	Less than a year	13	5.2	5.2
		1 – 2 years	13	5.2	10.4
		2 – 4 years	25	9.9	20.3
		4 – 6 years	40	15.9	36.2
		6 – 8 years	31	12.3	48.5
		More than 8 years	130	51.6	100
		Total	252	100	-
5	Marital Status	Married	190	75.4	75.4
		Single	62	24.6	100
		Total	252	100	-

Source: Research Questionnaire, 2013

Table-4.2 shows the summary of respondents' demographic factors. Accordingly, item-1 of the table indicates out of 252 respondents, 81.0% is male and the rest 19.0% is female. Based on the information, we can infer that the majority of employees currently working in the Oromia Public Service Organizations are male.

Item-2 of the table specifies age distribution of the respondents. As the result the greatest number, 33.3% of the respondents are in their 35 to 45 age group, followed by respondents aged 25 to 35, 45 to 55, 55 to 65 and less than 25; 25.4%, 23.0%, 10.7% and 7.5% respectively. There are no respondents more than 65 years old. Therefore, almost 66.2% of current employees at the organizations are less than age group of 45 years. So, the majority of current employees are young and mature active enough professionals.

Item-3 of the table is concerning the educational qualification of the respondents. Consequently, the largest numbers of the respondents 64.3% first degree holder followed by second degree holder 29.8% whereas 5.2% diploma holder, and only 2 or 0.8% of the respondents have 10 + 1 certificates. There are no respondents who are PhD qualified. Depending on the respondents'

response, one can conclude that the majority of employees in the organizations are professional enough.

Item-4 of the table is regarding the working experience or service years of the respondents in the organizations. It indicates that 51.6% of respondents have been working in the organizations for more than 8 years, 15.9% for 4 to 6 years, 12.3% for 6 to 8 years, 9.9% for 2 to 4 years, and 5.2% have been working for 1 to 2 years, and less than a year each. Therefore, the majority of the respondents have been working for more than six years in the organizations. So, this is significant for the soundness of the data that provided by the respondents since those who have more stayed in the organizations know more about the organizations and assumed to be they can offer precise information.

Item-5 of the table also points toward the marital status of the respondents. Accordingly, 75.4% of the respondents currently working in the organizations are married whereas 24.6% are single. Thus, based on the respondents response obtained, it can be possible to generalize that employees of the organizations are mostly married and being married may be advantageous for the organizational goal achievement because married employees are more stable to stay in the organization than single employees.

Table-4.3: Frequency Distribution-View of Respondents about Employee Turnover in their Organizations

S/n	Items	Measurement	Freq.	Percentage	
				Valid %	Cum. %
1	Do you feel that there is employee turnover in your organization?	Yes	222	88.1	88.1
		No	30	11.9	100
		Total	252	100	-
2	How do you rate turnover in your organization?	Very high	50	19.8	19.8
		High	111	44.0	63.9
		Low	60	23.8	87.7
		Very low	31	12.3	100
		Total	252	100	-

Source: *Research Questionnaire, 2013*

As indicated in the Table-4.3 above, employees were asked whether they feel that there is employee turnover in their organizations under item-1 of the table. In view of that, 88.1% of the respondents replied that they feel the existence of employee turnover in their organizations, while the rest 11.9% of the respondents were not feeling about the existence of employee turnover in their organizations. Grounded on the respondents' answer, we can conclude that the organizations are facing employee turnover.

Item-2 of the table indicates about the intensity of employee turnover in the organizations. Respondents were requested to provide their opinion about the intensity of the employee turnover in their current organizations. As the result, 44.0% of the respondents answered that there is high rate of employee turnover in their organizations whereas 19.8% replied that there is very high rate of employee turnover. On the other hand, 23.8% and 12.3% of the respondents replied that there is low and very low employee turnover in their organizations. Therefore, 63.8% of the respondents believe that the organizations are facing high rate of employee turnover.

Table-4.4: Frequency Distribution-Level of Employees Satisfaction in the Organizational Decision Making

S/n	Items	Measurement	Freq.	Percentage	
				Valid %	Cum. %
1	Are you satisfied with the amount of your involvement in the organizational decision making?	Yes	88	34.9	34.9
		No	164	65.1	100
		Total	252	100	-
2	If you have better job opportunity with other organization, do you want to stay in this organization?	Yes	56	22.2	22.2
		No	196	77.8	100
		Total	252	100	-

Source: *Questionnaire, 2013*

As indicated in item-1 of Table-4.4, the majority 65.1% of respondents dissatisfied with the amount of participation they have in the organizational decision making process. Whereas 34.9% of them satisfied with the amount of participation they have in their organizational decision making. From the respondents' response, one can generalize that the organizations are exercising centralized decision making philosophy. Letting employees to have participation in their organization decision making makes them feel part of the organization. Employee involvement in the organizational decision making is one of the retention mechanisms used to reduce turnover.

Respondents were also asked whether they want to stay in their current organizations if they have get better job opportunities outside their present organizations. As a result, the majority 77.8% of them replied that they do not want to stay in their present organizations whereas only 22.2% of them have a willingness to continue with the organizations. From this information we can inferred that almost all of the professional employees of the organizations have no willingness to stay in the organizations.

Table-4.5: Frequency Distribution-View of Respondents about their Work Place

S/n	Items	Measurement	Freq.	Percentage	
				Valid %	Cum. %
1	How did the work skill personally you possess match with the skill you needed to accomplish your job in your organization?	Much higher	51	20.2	20.2
		A bit higher	96	38.1	58.3
		About the same	41	16.3	74.6
		A bit lower	16	6.3	81.0
		Much lower	35	13.9	94.8
		Not equal	13	5.2	100
		Total	252	100	-

Source: Questionnaire, 2013

As shown in Table 4.5, employees were asked to what extent their skills match with the skill needed to accomplish or to perform organizations' task. Accordingly, 38.1% of the respondents

responded that their skills is a bit higher than the skill needed to perform the job, 20.2% were replied that much higher, 16.3% answered that about the same, 13.9% responded that much lower, 6.3% replied that a bit lower and 5.2% answered the skill they possess is not equal to the skill needed to accomplish the tasks of the organizations. From these responses we can summarize that there is a mismatch between the employees' skill and the organizations' job. This mismatch between persons' skill and organizations' job may result in employees' job dissatisfaction which further cause employee turnover.

Table-4.6: Frequency Distribution-Level of Employees Satisfaction with Compensation Paid

S/n	Items	Measurement	Freq.	Percentage	
				Valid %	Cum. %
1	To what extent you satisfied with the amount of compensation you paid by your organization?	Very satisfied	6	2.4	2.4
		Satisfied	55	21.8	24.2
		Dissatisfied	138	54.8	79.0
		Very dissatisfied	53	21.0	100
		Total	252	100	-

Source: Questionnaire, 2013

Table-4.6 indicates the level of employees' satisfaction with the compensations they are paid for the work they do. Accordingly, 54.8% of the respondents are dissatisfied, 21.0% are very dissatisfied with the payment. On the other hand, 21.8% of the respondents are satisfied and the rest 2.4% of them are very satisfied with the compensation they paid. This information indicates that the majority i.e. 75.8% of the respondents are dissatisfied with the pay they are getting for the work done from their organization. Being dissatisfied with reward system of the organization may result in looking for other organizations which have satisfactory reward system.

Table-4.7: Frequency Distribution-Respondents' Response about Job Satisfaction

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I feel satisfied with my current job	Frequency	28	84	41	63	36	252
		Valid %	11.1	33.3	16.3	25.0	14.3	100
		Cumul. %	11.1	44.4	60.7	85.7	100	-
2	I am interested with my current job	Frequency	16	47	47	99	43	252
		Valid %	6.3	18.7	18.7	39.3	17.1	100
		Cumul. %	6.3	25.0	43.7	83.0	100	-
3	My current job is respected by others	Frequency	20	91	42	79	20	252
		Valid %	7.9	36.1	16.7	31.3	7.9	100
		Cumul. %	7.9	44.0	60.7	92.0	100	-
4	Most days, I am enthusiastic about my job	Frequency	56	82	44	48	22	252
		Valid %	22.2	32.5	17.5	19.0	8.7	100
		Cumul. %	22.2	54.7	72.2	91.2	100	-
5	My present job give me more responsibility	Frequency	47	88	52	53	12	252
		Valid %	18.7	34.9	20.6	21.0	4.8	100
		Cumul. %	18.7	53.6	74.2	95.2	100	-
6	My current job is fun	Frequency	30	99	67	39	17	252
		Valid %	11.9	39.3	26.6	15.5	6.7	100

		Cumul. %	11.9	51.2	77.8	93.3	100	-
7	I am interested with my current job	Frequency	65	99	36	30	22	252
		Valid %	25.8	39.3	14.3	11.9	8.7	100
		Cumul. %	25.8	65.1	79.4	91.3	100	-

Source: Research Questionnaire, 2013

Table-4.7 shows the summary of to what extent respondents agrees or disagrees about job satisfaction at their organizations. Item-1 of the table indicates 33.3% and 11.1% of the respondents agree and strongly agree respectively that they feel satisfied with their current job. However, 25.0% and 14.3% disagree and strongly disagree in that order and 16.3% neutral about the question. As shown in item-2 of the table, 39.3% and 17.1% of the respondents disagree and strongly disagree in that order they interested in their current job. In contrast, 18.7% and 6.3% agree and strongly agree respectively whereas 18.7% were indifferent to response. From the response, one can understand the majority of the employees are uninterested in their job at Oromia Public service organizations. As per item-3 of the table, 36.1% and 7.9% of the respondents agree and strongly agree respectively about their current job is respected by others. However, 31.3% and 7.9% disagree and strongly disagree with regard the question while 16.7% neutral.

According to item-4 of the table, 32.5% and 22.2% of the respondents agree and strongly agree respectively about enthusiastic of their job most days. On the contrary, 19.0% and 8.7% disagree and strongly disagree. Even though, 17.5% neutral about the question. Grounded on the response, we can conclude that employees showing a great excitement and interest on their job at Oromia Public service organizations. Item-5 of the table indicates 34.9% and 18.7% of the respondents agree and strongly agree about their present job gives more responsibility for them. On the other hand, 21.0% and 4.8% disagree and strongly disagree respectively whereas 20.6% neutral. As displayed in item-6 of the table, 39.3% and 11.9% of the respondents agree and strongly agree

with regard to their current job is fun. But 15.5% and 6.7% disagree and strongly disagree about the issue while 26.6% neutral. This implies that the majority of the respondents believe that their job is enjoyable. Along with item-7 of the table, 39.5% and 25.8% agree and strongly agree respectively about they are interested in their current job. However, 11.9% and 8.7% disagree and strongly disagree whereas 14.3% neutral about the issue.

Table-4.8: Frequency Distribution-Respondents' Response about Monetary Rewards

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	My pay is adequate for normal payment	Frequency	11	37	15	89	100	252
		Valid %	4.4	14.7	6.0	35.3	39.7	100
		Cumul. %	4.4	18.8	24.8	60.1	100	-
2	I am satisfied with my pay	Frequency	3	30	19	86	114	252
		Valid %	1.2	11.9	7.5	34.1	45.2	100
		Cumul. %	1.2	13.1	20.6	54.7	100	-
3	My pay is more sufficient for my living expense	Frequency	6	11	18	71	146	252
		Valid %	2.4	4.4	7.1	28.2	57.9	100
		Cumul. %	2.4	6.8	13.9	42.1	100	-
4	I am paid according to my work experience	Frequency	8	26	21	69	128	252
		Valid %	3.2	10.3	8.3	27.4	50.8	100
		Cumul. %	3.2	13.5	21.8	49.2	100	-
5	Pay increase is depend on my performance	Frequency	8	8	24	98	114	252
		Valid %	3.2	3.2	9.5	38.9	45.2	100
		Cumul. %	3.2	6.4	15.9	54.8	100	-
6	Pay is paid equal to the	Frequency	2	10	18	77	145	252
		Valid %	0.8	4.0	7.1	30.6	57.5	100

	work done	Cumul. %	0.8	4.8	11.9	42.5	100	-
7	My pay is very secure	Frequency	9	14	34	67	128	252
		Valid %	3.6	5.6	13.5	26.6	50.8	100
		Cumul. %	3.6	9.2	22.7	49.3	100	-
8	My pay is paid on time	Frequency	94	98	37	12	11	252
		Valid %	37.3	38.9	14.7	4.8	4.4	100
		Cumul. %	37.3	76.2	90.9	95.7	100	-

Source: Research Questionnaire, 2013

Table-4.9 shows the summary of to what extent respondents agree or disagree about monetary reward in their organizations. As shown in item-1 of the table, 39.7% and 35.3% of the respondents strongly disagree and disagree respectively about their pay is adequate for normal payment. In contrast, 14.7% and 4.4% agree and strongly agree whereas 6.0% neutral. Item-2 of the table revealed 45.1% and 34.1% of the respondents strongly disagree and disagree respectively regarding their satisfaction with their payment. On the other hand, 11.9% and 1.2% agree and strongly agree while 7.5% neutral. Item-3 of the table indicates 57.9% and 28.2% of the respondents strongly disagree and disagree respectively about their payment is sufficient for their living expenses. But 4.4% and 2.4% agree and strongly agree regarding the question while 7.1% neutral. As indicated in item-4 of the table, 50.8% and 27.4% of the respondents strongly disagree and disagree respectively regarding they paid according to their working experience. However, 10.3% and 3.2% agree and strongly agree whereas 8.3% indifferent about the question. Item-5 of the table shows 45.2% and 38.9% of the respondents strongly disagree and disagree respectively about their payment is increases dependents on their performance result. But 3.2% agree and strongly agree each whereas 9.5% of the respondents not support the agreement or disagreement.

Item-6 of the table also indicates 57.5% and 30.6% strongly disagree and disagree respectively regarding their payment is paid equal to the work done. However, 4.0% and 0.80% agree and

strongly agree whereas 7.1% neutral. Item-7 of the table shows 50.8% and 26.6% strongly disagree and disagree respectively about their payment is very secure. Though, 5.6% and 3.6% agree and strongly agree about the issue while 13.5% neutral. As well, item-8 of the table indicates 38.9% and 37.3% agree and strongly agree respectively about their payment is paid on time. Nevertheless, 4.8% and 4.4% disagree and strongly disagree while 14.7% neutral. From the response one can infer that employees are dissatisfied with organizations' payment system at Oromia Public service organizations.

Table-4.9: Frequency Distribution-Respondents' Response about Supervision Style

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	My supervisor always ask suggestion from me	Frequency	16	93	56	53	34	252
		Valid %	6.3	36.9	22.2	21.0	13.5	100
		Cumul. %	6.3	43.2	65.4	86.4	100	-
2	My supervisor is a responsible person	Frequency	42	91	65	31	23	252
		Valid %	16.7	36.1	25.8	12.3	9.1	100
		Cumul. %	16.7	52.8	76.6	90.9	100	-
3	My supervisor admires good works	Frequency	41	86	58	52	15	252
		Valid %	16.3	34.1	23.0	20.6	6.0	100
		Cumul. %	16.3	50.4	73.4	94.0	100	-
4	My supervisor is influential person to shape me	Frequency	28	58	76	63	27	252
		Valid %	11.1	23.0	30.2	25.0	10.7	100
		Cumul. %	11.1	34.3	64.3	89.3	100	-
5	My supervisor gives enough supervision to me	Frequency	24	71	63	57	37	252
		Valid %	9.5	28.2	25.0	22.6	14.7	100
		Cumul. %	9.5	37.7	62.7	85.3	100	-
6	My supervisor understand the nature of my work	Frequency	36	88	64	47	17	252
		Valid %	14.3	34.9	25.4	18.7	6.7	100

		Cumul. %	14.3	49.2	74.6	93.3	100	-
7	My supervisor is always ready to provide assistance	Frequency	26	81	78	31	36	252
		Valid %	10.3	32.1	31.0	12.3	14.3	100
		Cumul. %	10.3	42.4	73.4	85.7	100	-

Source: Research Questionnaire, 2013

Table-4.9 illustrates the summary of to what extent respondents agree or disagree about supervision style at their organizations. Accordingly, item-1 of the table shows 36.9% and 6.3% of the respondents agree and strongly agree respectively about their supervisor asks suggestion from them. However, 21.0% and 13.5% disagree and strongly disagree in that order whereas 22.2% neutral. Item-2 of the table indicates 36.1% and 16.7% of the respondents agree and strongly agree respectively regarding their supervisor is a responsible person. On the other hand, 12.3% and 9.1% disagree and strongly disagree while 25.8% of them neutral about the issue. Item-3 of the table also shows 34.1% and 16.3% agree and strongly agree with regard to their supervisor admires good works. Though, 20.6% and 6.0% disagree and strongly disagree whereas 23.0% neutral.

As well, item-4 of the table indicates 34.1% and 11.1% of the respondents agree and strongly agree about their supervisor is influential person to shape them. In contrast, 25.0% and 10.7% disagree and strongly disagree respectively while 30.2% indifferent regarding the question. Additionally, item-5 of the table reveals 28.2% and 9.5% of the respondents agree and strongly agree respectively concerning their supervisor gives enough supervision for them. On the other hand, 22.6% and 14.7% disagree and strongly disagree whereas 25.0% neutral about the issue. Moreover, item-6 of the table indicates 34.9% and 14.3% of the respondents agree and strongly agree respectively concerning their supervisor understand the nature of their work. Oppositely, 18.7% and 6.7% disagree and strongly disagree respectively while 25.4% neutral about the question. Similarly, item-7 of the table shows 32.1% and 10.3% of the respondents agree and

strongly agree in that order about their supervisor is always ready to provide assistance for them. In contrast, 14.3% and 12.3% strongly disagree and disagree respectively while 31.0% have no personal preference concerning the question. From the illustration one can concludes that employees have no problem with supervision style at Oromia Public service organizations and it may not reason for turnover.

Table-4.10: Frequency Distribution-Respondents' Response about Promotion

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	Promotion in my organization is quite good	Frequency	7	27	36	94	88	252
		Valid %	2.8	10.7	14.3	37.3	34.9	100
		Cumul. %	2.8	13.5	27.8	65.1	100	-
2	Promotion in my organization is based on performance result	Frequency	6	28	49	96	73	252
		Valid %	2.4	11.1	19.4	38.1	29.0	100
		Cumul. %	2.4	13.5	32.9	71.0	100	-
3	Promotion in my organization is frequent	Frequency	7	23	41	109	72	252
		Valid %	2.8	9.1	16.3	43.3	28.6	100
		Cumul. %	2.8	11.9	28.2	71.5	100	-
4	Promotion in my organization is regular	Frequency	7	23	49	100	73	252
		Valid %	2.8	9.1	19.4	39.7	29.0	100
		Cumul. %	2.8	11.9	31.3	71.0	100	-
5	The chance for promotion in my organization is fair	Frequency	12	19	70	87	64	252
		Valid %	4.8	7.5	27.8	34.5	25.4	100
		Cumul. %	4.8	12.3	40.1	74.6	100	-
	Promotion in my	Frequency	18	18	69	74	73	252

6	organization is depend on the length of service	Valid %	7.1	7.1	27.4	29.4	29.0	100
		Cumul. %	7.1	14.2	41.6	71	100	-

Source: Research Questionnaire, 2013

Table-4.10 indicates the summary of to what level respondents agree or disagree about promotion at their organizations. As shown in item-1 of the table, 37.3% and 34.9% disagree and strongly disagree respectively regarding promotion in their organization is quite good. However, 10.7% and 2.8% agree and strongly agree whereas 14.3% neutral about the issue. Based on the response one can infer that employees are not satisfied with organizations' promotion policy at Oromia Public service organizations. Item-2 of the table indicates 38.1% and 29.0% disagree and strongly disagree in that order concerning promotion in their organizations is based on the performance result. In contrast, 11.1% and 2.4% agree and strongly agree while 19.4% neutral. Item-3 of the table point to 43.3% and 28.6% of the respondents disagree and strongly disagree respectively about promotion in their organizations is frequent. On the other hand, 9.1% and 2.8% agree and strongly agree while 16.3% neutral.

Item-4 of the table displays 39.7% and 29.0% of the respondents disagree and strongly disagree respectively regarding promotion in their organizations is regular. However, 9.1% and 2.8% agree and strongly agree while 19.4% indifferent about the issue. Item-5 of the table demonstrates 34.5% and 25.4% of the respondents disagree and strongly disagree in that order about the chance for promotion in their organizations is fair. Oppositely, 7.5% and 4.8% agree and strongly agree whereas 27.8% neutral concerning the question. Item-6 of the table also shows 29.4% and 29.0% of the respondents disagree and strongly disagree respectively about promotion in their organizations is depend on the length of service. Though, 7.1% agree and strongly agree each while 27.4% neutral regarding the question. Based on the respondents' response, one can

conclude that employees are not interested in the organizations' promotion strategy at Oromia Public service organizations.

Table-4.11: Frequency Distribution-Respondents' Response about Job Scope

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	There is a good fit between my current job and my profession	Frequency	56	84	38	44	30	252
		Valid %	22.2	33.3	15.1	17.5	11.9	100
		Cumul. %	22.2	55.5	70.6	88.1	100	-
2	I am happy with my job	Frequency	40	86	40	46	40	252
		Valid %	15.9	34.1	15.9	18.3	15.9	100
		Cumul. %	15.9	50.0	65.9	84.2	100	-
3	Enough autonomy is allowed me for my job	Frequency	17	78	63	56	38	252
		Valid %	6.7	31.0	25.0	22.2	15.1	100
		Cumul. %	6.7	37.7	62.7	84.9	100	-
4	I am working less than my capacity	Frequency	30	70	30	65	57	252
		Valid %	11.9	27.8	11.9	25.8	22.6	100
		Cumul. %	11.9	39.7	51.6	77.4	100	-
5	I am assigned according to my specialty	Frequency	43	76	23	61	49	252
		Valid %	17.1	30.2	9.1	24.2	19.4	100
		Cumul. %	17.1	47.3	56.4	80.6	100	-
		Frequency	45	92	35	55	25	252

6	The amount of workload in my current job is reasonable	Valid %	17.9	36.5	13.9	21.8	9.9	100
		Cumul. %	17.9	54.4	68.3	90.1	100	-
7	The workload is divided equally among all members	Frequency	16	65	47	63	61	252
		Valid %	6.3	25.8	18.7	25.0	24.2	100
		Cumul. %	6.3	32.1	50.8	75.8	100	-
8	I am rewarded with better appraisal grade and promotions for I am working more	Frequency	7	7	43	92	103	252
		Valid %	2.8	2.8	17.1	36.5	40.9	100
		Cumul. %	2.8	5.6	22.7	59.2	100	-

Source: Research Questionnaire, 2013

Table-4.11 indicates the summary of the extent to respondents agree or disagree about job scope or work assignment in their organizations. As shown in item-1 of the table, 33.3% and 22.2% of the respondents agree and strongly agree respectively regarding there is good fit between their current job and their profession. However, 17.5% and 11.9% disagree and strongly disagree whereas 15.1% neutral. Item-2 of the table shows 34.1% and 15.9% agree and strongly agree respectively about they are happy with their job. On the other hand, 18.3% and 15.9% disagree and strongly disagree whereas 15.9% indifferent. Item-3 of the table displays 31.0% and 6.7% agree and strongly agree respectively concerning enough autonomy is allowed them for their job. However, 22.2% and 15.1% disagree and strongly disagree while 25.0% neutral. Item-4 of the table shows 27.8% and 11.9% of the respondents agree and strongly agree respectively about they are working less than their capacity. Oppositely, 25.8% and 22.6% disagree and strongly disagree while 11.9% neutral.

Item-5 of the table also shows 30.2% and 17.1% of the respondents agree and strongly agree respectively regarding they were assigned according to their specialties to the work. In contrast, 24.2% and 19.4% disagree and strongly disagree whereas 9.1% neutral. Item-6 of the table displays 36.5% and 17.9% agree and strongly agree in that order about the amount of workload in their current job is reasonable. However, 21.8% and 9.9% disagree and strongly disagree while

13.9% neutral. As well, item-7 of the table indicates 25.0% and 24.2% of the respondents disagree and strongly disagree respectively about the work is equally divided among all members in their organizations. But 25.8% and 6.3% agree and strongly agree whereas 18.7% neutral about the issue. Lastly, item-8 of the table shows 40.9% and 36.5% strongly disagree and disagree respectively concerning they are rewarded for they are working more. Though 2.8% agree and strongly agree each while 17.1% neutral on the question.

Table-4.12: Frequency Distribution-Respondents' Response about Working Environment

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I am working under the unclean environment	Frequency	43	27	27	108	47	252
		Valid %	17.1	10.7	10.7	42.9	18.7	100
		Cumul. %	17.1	27.8	38.5	81.4	100	-
2	I am working under the instable environment	Frequency	27	55	28	90	52	252
		Valid %	10.7	21.8	11.1	35.7	20.6	100
		Cumul. %	10.7	32.5	43.6	79.3	100	-
3	I am working under inappropriate environment	Frequency	26	31	36	120	39	252
		Valid %	10.3	12.3	14.3	47.6	15.5	100
		Cumul. %	10.3	22.6	36.9	84.5	100	-
4	Work environment is initiating me to leave the organization	Frequency	47	50	27	88	40	252
		Valid %	18.7	19.8	10.7	34.9	15.9	100
		Cumul. %	18.7	38.5	49.2	84.1	100	-

Source: Research Questionnaire, 2013

Tabl-4.12 demonstrates the extent to respondents agree or disagree about their working environment in their organizations. Accordingly, item-1 of the table shows 42.9% and 18.7% disagree and strongly disagree respectively concerning they are working under the unclean environment. However, 17.1% and 10.7% strongly agree and agree while 10.7% neutral. Item-2

of the table displays 35.7% and 20.6% disagree and strongly disagree respectively about they are working under the instable environment. On the other hand, 21.8% and 10.7% agree and strongly agree whereas 11.1% neutral. Also, item-3 of the table indicates 47.6% and 15.5% disagree and strongly disagree in that order regarding they are working under inappropriate environment. In contrast, 12.3% and 10.3% agree and strongly agree while 14.3% indifferent about the issue. Furthermore, item-4 of the table shows 34.9% and 15.9% disagree and strongly disagree respectively about the working environment of their organizations initiating them to leave. However, 19.8% and 18.7% agree and strongly agree whereas 10.7% neutral. Based on the responses, one can conclude that working environment has no influence on employee turnover at Oromia Public service organizations.

Table-4.13: Frequency Distribution-Respondents' Response about Peer group Relationship

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I have good relationship with all my co-workers	Frequency	43	76	23	61	49	252
		Valid %	17.1	30.2	9.1	24.2	19.4	100
		Cumul. %	17.1	47.3	56.4	80.6	100	-
2	I regularly do things with my co-workers	Frequency	84	124	28	9	7	252
		Valid %	33.3	49.2	11.1	3.6	2.8	100
		Cumul. %	33.3	82.5	93.6	97.2	100	-
3	I always discuss personal problems with my co-workers	Frequency	55	89	67	29	12	252
		Valid %	21.8	35.3	26.6	11.5	4.8	100
		Cumul. %	21.8	57.1	83.7	95.2	100	-
4	I know key things about my co-workers as person	Frequency	46	116	61	17	12	252
		Valid %	18.3	46.0	24.2	6.7	4.8	100
		Cumul. %	18.3	64.3	88.5	95.2	100	-
5	I am involved in peer group relations	Frequency	59	124	45	11	13	252
		Valid %	23.4	49.2	17.9	4.4	5.2	100

		Cumul. %	23.4	72.6	90.5	94.9	100	-
6	I am involved in the social network of the organization	Frequency	60	140	27	14	11	252
		Valid %	23.8	55.6	10.7	5.6	4.4	100
		Cumul. %	23.8	79.4	90.1	95.7	100	-

Source: Research Questionnaire, 2013

Table-4.13 summarizes the level to respondents agree or disagree about their peer group relationship in their organizations. Item-1 of the table shows 30.2% and 17.1% agree and strongly agree respectively regarding they have good relationship with all their co-workers. In contrast, 24.2% and 19.4% disagree and strongly disagree while 9.1% neutral. Item-2 of the table shows 49.2% and 33.3% agree and strongly agree in that order concerning they are regularly doing thing with their co-workers. However, 3.6% and 2.8% disagree and strongly disagree whereas 11.1% neutral. Item-3 of the table indicates 35.3% and 21.8% agree and strongly agree respectively about they always discuss personal problems with their co-workers. Oppositely, 11.5% and 4.8% disagree and strongly disagree while 26.6% indifferent. Item-4 of the table also shows 46.0% and 18.3% agree and strongly agree respectively regarding they know the key things about their co-workers as person. On the other hand, 6.7% and 4.8% disagree and strongly disagree in that order whereas 24.2% neutral. Similarly, item-5 of the table indicates 49.2% and 23.4% agree and strongly agree respectively about they are involving in peer group relationships. In contrast, 5.2% and 4.4% strongly disagree and disagree while 17.9% neutral about the question. Finally, item-6 of the table shows 55.6% and 23.8% of the respondents agree and strongly agree respectively about they are involving in the social network of their organizations. However, 5.6% and 4.4% disagree and strongly disagree in that order whereas 10.7% neutral about the issue. Based on the responses, one can conclude that there is good relationship between employees, and between employees and supervisors at Oromia Public service organizations.

Table-4.14: Frequency Distribution-Respondents' Response about Turnover

S/n	Items	Distribution	Response categories					Total
			SA	A	N	D	SD	
1	I plan to leave my current organization	Frequency	97	89	35	22	9	252
		Valid %	38.5	35.3	13.9	8.7	3.6	100
		Cumul. %	38.5	73.8	87.7	96.4	100	-
2	I look for a new job opportunity in next year	Frequency	69	117	39	21	6	252
		Valid %	27.4	46.4	15.5	8.3	2.4	100
		Cumul. %	27.4	73.8	89.3	97.6	100	-
3	I will leave voluntarily my present organization under any situations	Frequency	101	94	40	15	2	252
		Valid %	40.1	37.3	15.9	6.0	0.8	100
		Cumul. %	40.1	77.4	93.3	99.3	100	-
4	I often thinking about quitting	Frequency	86	104	48	14	0	252
		Valid %	34.1	41.3	19.0	5.6	0	100
		Cumul. %	34.1	75.4	94.4	100	0	-

Source: Research Questionnaire, 2013

Table-4.14 shows the levels to respondents agree or disagree about their intention of turnover. As indicated in item-1 of the table, 38.5% and 35.3% strongly agree and agree respectively about they plan to leave their current organization. However, 8.7% and 3.6% disagree and strongly disagree in that order while 13.9% neutral. Item-2 of the table also shows 46.4% and 27.4% agree and strongly agree respectively about they are looking a new job opportunity in the next year. But 8.3% and 2.4% disagree and strongly disagree while 15.5% neutral. Item-3 of the table displays 40.1% and 37.3% strongly agree and agree respectively about they will leave voluntarily their present organizations under any situations. However, 6.0% and 0.80% disagree and strongly

disagree whereas 15.9% neutral about the question. Finally, item-4 of the table shows 41.3% and 34.1% of the respondents agree and strongly agree about they are often thinking for quitting. On the other hand, 5.6% of the respondents disagree while 19.0% neutral about the issue. Based the respondents' responses, one can conclude that employees are looking for better job opportunity from outside and decide to leave the organizations if they get better opportunity at Oromia Public service.

4.5. Relationship between Variables

Table-4.15: The Relationship between Job Satisfaction, Payment System, Supervision style, Promotion, Job scope, Working environment, Peer group relationship and Turnover Intention

S/n	Variables	Pearson (r)	Level of Significance (p)
1	Job Satisfaction	-0.187**	0.003
2	Compensation (Monetary rewards)	-0.153*	0.015
3	Leadership Style (Supervision)	-0.044	0.488
4	Promotion	-0.157*	0.015
5	Job Scope (Assignment)	-0.041	0.515
6	Working Environment	0.101	0.110
7	Peer Group Relationship	0.166**	0.008

*, Correlation is significant at the 0.05 level

**, Correlation is significant at the 0.01 level

Source: Research Questionnaire, 2013

Table-4.15 illustrates the correlation between independent variables (job satisfaction, monetary reward, supervision style, promotion, job scope, working environment, peer group relationship) and dependent variable turnover intention. Item-1 shows there is a significant negative relationship between job satisfaction and turnover intention ($r=-0.187$, $p=0.003$). Thus the result

supports for hypothesis states that job satisfaction is negatively related to turnover intention for professional employees at Oromia Public service organizations. The correlation of $p=0.003$, $p<0.01$ also indicates that job satisfaction has significant relationship with turnover intention at significant level of $0.01(\alpha=0.01)$.

In the table, the correlation analysis for compensation or monetary reward ($r=-0.153$, $p=0.015$) also supports for hypothesis state that compensation (monetary reward) is significantly and negatively related to turnover intention employees at Oromia Public service organizations. The correlation of $p=0.015$, $p<0.05$ also indicates monetary reward has significant relationship with turnover intention at significant level of $0.05 (\alpha=0.05)$. Thus, monetary reward is one of the major causes of employee turnover at the organizations. As indicated in the table, the correlation result ($r= -0.044$, $p=0.488$) illustrates there is an insignificant relationship between supervision and turnover intention. Therefore, the outcome does not support the hypothesis states that there is a significant negative relationship between turnover intention and supervision among the professional employees at Oromia Public service organizations. The p-value ($p=0.488$) is also indicates there is no relationship between supervision style and turnover intention at significance level of 0.05 and 0.01 .

The correlation analysis above also shows that there is significant negative relationship between promotion and turnover intention ($r=-0.157$, $p=0.013$). Thus the result does support for hypothesis states that there is a significant negative relationship between promotion and turnover intention of professional employees at Oromia Public service organizations. The correlation of $p=0.005$, $p<0.01$ also indicates that promotion has significant relationship with turnover intention at significant level of $0.01(\alpha=0.01)$.

In the table, the correlation analysis for job scope or job assignment ($r=-0.041$, $p=0.515$) is not support the hypothesis states that there is a significant negative relationship between job scope or job assignment and turnover intention of skilled professional employees at Oromia Public service

organizations. The correlation of $p=0.515$, $p<0.01$ also indicates that job scope or job assignment has low or no relationship with turnover intention at significant level of 0.01 ($\alpha=0.01$). Thus, job scope is not a predictor of turnover intention at the stated significant level i.e. at the significance level of 0.01.

The correlation result also shows that there is insignificant, positive relationship between working environment and turnover intention ($r=0.101$, $p=0.110$). Thus the result does not support for hypothesis states that working environment is negatively related to turnover intention of professional employees at Oromia Public service organizations. The correlation of $p=0.110$, $p<0.01$ also shows working environment has low or no relationship with turnover intention at significant level of 0.01 ($\alpha=0.01$).

The table above (Table-4.8), also illustrates the correlation analysis for peer group relationship ($r=0.166$, $p=0.008$). The outcome indicates the positive relationship between peer group relationship and turnover intention. Thus it supports the hypothesis that states there is a significant positive relationship between peer group relationship and turnover intention of skilled personnel at Oromia Public service organizations. The correlation of $p=0.008$, $p<0.01$ also indicates that peer group relationship has significant relationship with turnover intention at significant level of 0.01 ($\alpha=0.01$).

4.6. The Difference in Turnover Intention by Demographic Variables (Age, Education level and Working experience)

a. Difference in Turnover Intention based on Age

Table-4.16: Results of ANOVA for Difference in Turnover Intention by Age

Turnover Intention		Subset for alpha = 0.05				
S/n	Source of Variance	Sum of Squares (SS)	df	Mean Square	F	Sig.
1	Between Group (SSB)	1.958	4	0.490	0.795	0.529
2	Within Group (SSW)	152.038	247	0.616		
3	Total (SST)	153.996	251			

Source: Research Questionnaire, 2013

As shown in the Table-4.16, analysis of variance (ANOVA) performed with five groups of respondents concerning their age corresponding to turnover intention. The result of ANOVA as indicated in the table ($F=0.795$, $p=0.529$) demonstrates that there is no significant difference between the turnover intention among different age group of professional employees at Oromia Public service organizations. Accordingly, employee turnover is not depending on the difference in age of the employees in the organizations at a significance level of 0.05. This implies that as age of employees increase, turnover intention neither increases nor decrease at the significance level of 0.05.

b. Difference in Turnover Intention based on Employees Work Experience

Table-4.17: Results of ANOVA for Difference in Turnover Intention by Working Experience

Turnover Intention		Subset for alpha = 0.05				
S/n	Source of Variance	Sum of Squares (SS)	df	Mean Square	F	Sig.
1	Between Group (SSB)	5.777	5	1.155	1.918	0.092
2	Within Group (SSW)	148.219	246	0.603		
3	Total (SST)	153.996	251			

Source: Research Questionnaire, 2013

The result of ANOVA as shown in Table 4.17 ($F=1.918$, $p=0.092$), explains that there is no significant difference between the turnover intention among six different groups of the professional employees at Oromia Public service organizations regarding their length of service in the organizations. Hence, employee turnover is not depending on the difference in working experience the employees have.

c. Difference in Turnover Intention based on Employees Education Level

Table-4.18: Results of ANOVA for Difference in Turnover Intention by Employees Education Level

Turnover Intention		Subset for alpha = 0.05				
S/n	Source of Variance	Sum of Squares (SSS)	df	Mean Square	F	Sig.
1	Between Group (SSB)	11.702	3	3.901	6.799	0.0001
2	Within Group (SSW)	142.294	248	0.574		
3	Total (SST)	153.996	251			

Source: Questionnaire, 2013

The result ANOVA as shown in Table 4.18 ($F=6.799$, $p=0.0001$), demonstrates that there is a significant difference between the turnover intentions among four different educational levels of the professional employees at Oromia Public service organizations. Accordingly, employee turnover is affected by difference in educational level of the employees in the organizations at a significance level of 0.05. The result supports for the hypothesis states that there is a significant difference between demographic factors (age, working experience & education level) and turnover intention.

4.7. Fitness of the Model

The result revealed in Table-4.19 below indicates that the predictors (peer group relationship, working environment, monetary reward, supervision, job satisfaction, promotion, and job scope) have relationship with turnover intention. The result also indicates R Square value (8.80%) is statistically distinct from zero with F-value of 3.364 ($df=7$, 244) that is go with by a p-value of less than 0.002. The model in this study reaches statistical significance of 0.002 ($p<0.05$).

Table-4.19: Model Summary

Model		Subset for alpha = 0.05				
S/n	Source of Variance	Sum of Squares (SS)	df	Mean Square	F	Sig.
1	Regression	13.552	7	1.936	3.364	0.002 ^a
2	Residual	140.444	244	0.576		
3	Total	153.996	251			

- a. Predictors (Constant): Peer group relationship, Working environment, Monetary reward, Supervision, Job satisfaction, Promotion, Job scope
- b. Dependent Variable: Turnover Intention

Table-4.20: Coefficients

S/n	Variables	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	2.400	0.407	-	5.896	0.000
1	Job satisfaction	-0.198	0.071	-0.196	-2.770	0.006
2	Monetary reward	-0.077	0.084	-0.070	-0.924	0.357
3	Supervision style	-0.007	0.063	-0.008	-0.104	0.917
4	Promotion	-0.029	0.073	-0.030	-0.393	0.695
5	Job scope	0.025	0.089	0.023	0.278	0.781
6	Working environment	-.036	0.048	0.049	0.746	0.456
7	Peer group relationship	0.185	0.070	0.190	2.643	0.009

a. Dependent Variable: Turnover Intention

Table 4.21 summarized the overall Beta value for each variable in the turnover intention. There are seven significant factors in the coefficient tested. As can be seen from the results, the Beta value for job satisfaction is -0.196, monetary reward (Beta=-0.070), supervision (Beta=-0.008), promotion (Beta=-0.030), job scope (Beta=0.023), working environment (Beta=0.049), and peer group relationship (Beta=0.190). However, above all job satisfaction shows the highest Beta value compare to other variables (-0.196 and $p=0.006$, $p<0.05$). Thus, job satisfaction is the dominant factor influencing employee turnover intention in Oromia public service organizations at the Regional level.

Table-4.22: Summary of Hypothesis Testing

This sub-topic summarizes each of hypotheses stated in Chapter 2. The results are displayed in the table below.

S/n	Hypothesis	Result
1	H ₁ : There is a significant difference between demographic factors (age, education level and working experience) and turnover intention.	Fail to Reject
2	H ₂ : There is a significant negative relation between job satisfaction and turnover intention.	Fail to Reject
3	H ₃ : There is a significant negative relation between payment system and turnover intention.	Fail to Reject
4	H ₄ : There is a significant negative relation between supervision style and turnover intention.	Fail to Accept
5	H ₅ : There is a significant positive relation between peer group relationship and turnover intention.	Fail to Reject
6	H ₆ : There is a significant negative relation between working environment and turnover intention	Fail to Accept
7	H ₇ : There is a significant negative relation between promotion and turnover intention.	Fail to Accept
8	H ₈ : There is a significant negative relation between job scope and turnover intention.	Fail to Accept

Source: *Correlation Analysis Result*

CHAPTER-FIVE

SUMMARY OF FINDING AND RECOMMENDATIONS

5.1. Introduction

Frequent employees turnover is destructive to organizational goal attainment. Most managers believe increasing financial benefit would motivate employees to retain within the organization. The contemporary studies try to find the extent to certain motivational variables which are a combination of intrinsic and extrinsic variables being applied influence employees' decision to remain or quit an organization. For that reason, this chapter summarizes the findings of the study and provides recommendation for the practices as well as draw attention to future researches on the topic.

5.2. Summary of Findings

Based on the data analysis and interpretations made in the preceding chapter the most important findings are summarized as follows.

The result indicates the majority of the employees of the organizations dissatisfied with their involvement in the organizational decision making processes and with the reward they received from their organizations for the work they do. As a result, the greatest numbers of workers are looking for better job opportunities and they do not want to stay in the organizations if they get a better job. There is also a mismatch between the skills the employees possess and the skills needed to perform organizations' work.

The result also shows there is a negative correlation identified ($r=-0.187$) between job satisfaction and turnover intention. It supports for hypotheses job satisfaction is negatively related to turnover intention. In other ways, job satisfaction is the major factor leads to employee turnover. Also, the results show there is a negative relationship between monetary reward and turnover ($r=-0.153$). It is consistent with the hypothesis monetary reward is negatively related to turnover intention. The result also indicates a negative relationship between the promotion and turnover intention of the professional employees ($r=-0.157$). Thus, it supports the hypothesis promotion is negatively related to turnover intention.

The result also shows a negative relationship between supervision style and turnover intention of the professional employees at Oromia Public service organizations ($r=-0.044$). But not supports the hypothesis there is a significant negative relationship between supervision and turnover intention ($p=0.488$, $p<0.01$). Furthermore, the result shows a negative relationship between job scope and turnover intention ($r=-0.041$), however it does not support the hypothesis job scope is negatively and significantly related to turnover intention ($p=0.515$, $p<0.01$) at a significant level of 0.01.

Finally the result indicates a positive relationship between the peer group relationship and turnover intention of the professional employees ($r=0.166$). Thus, it supports the hypothesis peer group relationship is positively and significantly related to turnover intention ($p=0.008$, $p<0.01$). This indicates that there is good relationship among professional employees at Oromia Public service organizations.

There is no age group and length of service differences detected in the study. The intention to turnover does not differ significantly by age groups and/or by length of working experience. However, the result of ANOVA indicates that there is a significant difference by employees' educational level on turnover intention. This demonstrates that education level of the employees is affecting turnover intention. It is agree with the human resource managers' view "employees who have upgraded their education level have been leaving the organizations more frequently than others".

5.3. Conclusion

Based on the major findings explained above, the following conclusions were drawn. Shifting work is a common practice among the employees of Oromia Public service organizations. Employees left their organizations for the attractive payment system from other organizations.

The organizations' salary system is not attractive as such other organizations' salary scales. The organizations do not allow the employees to involve in the organizational decision making processes. Employees are not assigned according to their specialties and capacities. Because of this there is a mismatch between the skills the employees possess and the skills needed to perform organizations' work.

From the demographic characteristics of the respondents we can conclude that the majority of the workers in the organizations are male, adult and professional enough. The majority of the employees also have been working more than eight years in the organizations. This is advantageous for the organizations since those employees who have longer tenure know the environments of the organizations and have experience to handle situations that arise from internal and external of the organizations. Also the majority of the employees in the organizations are married. Being married is also beneficial for the organizations' success and goal attainment, for the reason that married employees are more stable to stay in the organization than single employees.

There is a negative correlation between job satisfaction and turnover intention. This implies that employees are not satisfied with their job. Likewise there is a negative relationship between promotion, supervision style, working environment and turnover intention. This also indicates employees are not satisfied with the promotion policy of the organizations, supervision style of the management, and their working environment. However, there is positive relationship between the peer group relationship and turnover intention.

5.4. Recommendations

In general profit maker and service provider, governmental and private organizations rely on their employees in order to compete well and gain competitive advantage. In present days improving quality service delivery is growing need to public service organizations in Ethiopia. To be able to

attain the intended objectives effectively, managers in public sector organizations should engage in a practical means of retaining well experienced and well educated employees whose proficiency is critical to service delivery. Thus, based on the summary of the findings, the following recommendations for practice and for further research is provided with the hope that implementation would alleviate or decrease the problem identified.

Recommendation for practice

- ❖ Since the management of the organization is aware of skilled employee turnover, it could strongly work on retention mechanisms like allowing and encouraging employees to participate in organizations' decision making process to make them feel a sense of belongingness to their organization, arranging good working environment, providing fair and equitable promotion and assigning employees to different position according to their professional specialties.
- ❖ The organizations should revise its compensation or monetary reward or payment system consistent with labor market and living expenses of the societies including competitive pay scale, housing allowance, better incentives, and medical benefits to retain well educated employees.
- ❖ Supervisors of the organizations should work closely and communicate positively with subordinates and arrange flexible working circumstances to retain well experienced and well educated employees.
- ❖ The study finding indicates that there is good relationship among employees of the organization. Therefore, it is advisable for all workers of the organization to keep on these good trends.

Recommendation for further research

- ❖ Future research can be carried out to determine the effect of other demographic factors like family size, social status etc. which are not included in the present study but may affect employee turnover in order to predict turnover tendencies.
- ❖ Future research can be include zonal and woreda administrative bureaus of the public service organizations' practices and turnover intentions of employees to compare the relation between regional level and at the lower levels.
- ❖ Furthermore, future researches can emphasize on the effects of political factors and corruption issues on recruitment, selection and retaining employees.



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APPENDICES

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Addis Ababa University

Post Graduate Studies

College of Business and Economics

Department of Management

MBA Program

Questionnaires to be filled by Employees of Oromia Civil Service Organizations

Dear respondents;

This questionnaire is designed to gather information on the Causes of Employees turnover in Oromia Civil Service Organizations. The purpose of the study is exclusively for academic requirement as Masters of Business Administration degree requisite. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

- ✚ No need of writing your name.
- ✚ Encircle the letter of your choice and put the [✓] mark in the box provided.
- ✚ Please respond as accurately as possible and at your earliest possible time.

Thank you for your cooperation!

Part-I: Demographic Information of Respondents

1. Sex
 - A. Male
 - B. Female
2. Age (in years)
 - A. Less than 25
 - C. 35 – 45
 - E. 55 -65
 - B. 25 – 35
 - D. 45 – 55
 - F. More than 65
3. Educational Qualification
 - A. 10 + 1 complete
 - C. Diploma holder
 - E. Second degree
 - B. 10 + 2 complete
 - D. First Degree
 - F. PhD
4. Your work experience in this organization
 - A. Less than a year
 - C. 2 – 4 years
 - E. 6 – 8 years
 - B. 1 – 2 years
 - D. 4 – 6 years
 - F. More than 8 years
5. Marital status
 - A. Married
 - B. Single

Part-II: General Questions

6. Do you feel that there is employee turnover in your organization? Please encircle the letter of your choice.
- A. Yes B. No
7. How do you rate the turnover in your organization? Please encircle the letter of your choice.
- A. Very high C. Low
B. High D. Very low
8. Are you satisfied with the amount of your involvement in the organizational decision making? Please encircle the letter of your choice.
- A. Yes B. N
9. If you have a better job opportunity with other organizations, do you want to stay in this organization? Please encircle the letter of your choice.
- A. Yes B. No
10. How did the work skill personally you possess match the skill you needed to accomplish your job in your organization? Please encircle the letter of your choice.
- A. Much higher D. A bit lower
B. A bit higher E. Much lower
C. About the same F. Not equivalent with job
11. How do you satisfied with the amount of compensation you paid by the organization? Please encircle the letter of your choice.
- A. Very satisfied C. Dissatisfied
B. Satisfied D. Very dissatisfied

Part-III: Issues Related to Causes of Employee Turnover

12. The following statement relates to your states of job satisfaction at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

NB

1 = Strongly agree

3 = Neutral

5 = Strongly disagree

2 = Agree

4 = Disagree

No.	Statement of job satisfaction	Scale				
		1	2	3	4	5
1	I feel satisfied with my current job					
2	My present job is fun					
3	I am interested with my current job					
4	My present job is respected by others					
5	My present job give me a sense of achievement					
6	Most days, I am enthusiastic about my job					
7	My present job gives me more responsibility					

13. The following statement relates to monetary rewards at your organization. Please indicate your level of agreement/disagreement by ticking [✓] in the box for your exact feeling based on the scale below.

NB

1 = Strongly agree

3 = Neutral

5 = Strongly disagree

2 = Agree

4 = Disagree

No.	Statements of monetary reward (compensation)	Scale				
		1	2	3	4	5
1	My pay is adequate for normal payment					
2	I am satisfied with my pay					
3	My pay is more sufficient for my living expenses					
4	I am paid according to my working experience					
5	Pay increase is depend on my performance					
6	Pay is paid equal to the work done					
7	My pay is very secure					
8	My pay is paid on time					

14. The following statement relates to leadership style at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

No.	Statement of leadership style (supervision)	Scale				
		1	2	3	4	5
1	My supervisor always ask suggestion from me					
2	My supervisor is a responsible person					
3	My supervisor admires good works					
4	My supervisor is influential person to shape me					
5	My supervisor give enough supervision to me					
6	My supervisor understand the nature of my work					
7	My supervisor is always ready to provide assistance					

15. The following statement relates to promotional opportunity at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

NB

1 = Strongly agree

3 = Neutral

5 = Strongly disagree

2 = Agree

4 = Disagree

		Scale
--	--	-------

No.	Statement of promotional opportunity	1	2	3	4	5
1	Promotion in my organization is quite good					
2	Promotion in my organization is based on performance result					
3	Promotion in my organization is frequent					
4	Promotion in my organization is regular					
5	The chances for promotions in my organization is fair					
6	Promotion in my organization depend on the length of service					

16. The following statement relates to job scope (work assignment) at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

No.	Statement of job scope (assignment)	Scale				
		1	2	3	4	5
1	There is a good fit between my current job and my profession					
2	I am happy with my job					
3	Enough autonomy is allowed in my job					
4	I am working less than my capacity					
5	I am assigned according to my specialty					
6	The amount of workload in my current job is reasonable					
7	The workload is divided equally among all members					
8	I am rewarded with better appraisal rates and grade promotions for I am working more					

17. The following statement relates to job working environment at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

NB

1 = Strongly agree

3 = Neutral

5 = Strongly disagree

2 = Agree

4 = Disagree

No.	Working Environment	Scale				
		1	2	3	4	5
1	I am working under the unclean environment					

2	I am working under instable environment					
3	I am working under inappropriate environment					
4	My working environment is initiating me to leave the company					

19. The following statement relates to peer group relationship at your organization. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

No.	Statement of peer group relationship	Scale				
		1	2	3	4	5
1	I have good relationship with all my co-workers					
2	I regularly do things with my co-workers					
3	I always discuss personal problems with my co-workers					
4	I know important things about my co-workers as person					
5	I am involved in peer group relations					
6	I am involved in the social network of the organization					

Part-IV: Turnover

20. The following statement relates to your intention of turnover. Please indicate your level of agreement/disagreement by ticking [√] in the box for your exact feeling based on the scale below.

No.	Statements of turnover	Scales				
		1	2	3	4	5
1	I plan to leave my current organization					
2	I will look for a new job opportunity in next year					
3	I will leave voluntarily my present organization under any situation					
4	I often think about quitting					

Addis Ababa University
Post Graduate Studies
College of Business and Economics
Department of Management
MBA Program
Interview Questionnaires with Personnel Administration Managers

Dear respondents;

This interview is designed to gather information on the Causes of Employees turnover in Oromia Public Service Organizations. The purpose of the study is exclusively for academic requirement as Masters of Business Administration degree requisite. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

Causes of Employee Turnover

1. Is management aware about employee turnover of at your organization?
2. What is your view about the intensity of employee turnover?
3. Do you make exit interview, when employees resign?
4. What is your view regarding reasons for turnover of employees?
5. What kinds of organizations that voluntarily leaved employees were joined?
6. What is the view of current employees to stay in the organization?

Thank you for your cooperation!