



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
PROGRAM OF MASTER OF BUSINESS ADMINISTRATION (MBA)

THE CAUSES OF EMPLOYEES TURNOVER
THE CASE OF ETHIOPIAN POLICE UNIVERSITY COLLEGE

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of Business Administration (MBA).**

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Approval

This research paper titled the causes and effects of employee's turnover: The case of Ethiopian police university collage has been submitted to Addis Ababa University College of Business and Economics, Department of Management, with my guidance and approval as a university advisor.

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Statement of Declaration

I, the under signed, declare that this study is my original work and carried out the 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 in any other University and that all sources of materials used for the study have been properly acknowledged.

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List of Acronyms and Abbreviations

ANOVA = Analysis of Variance

CIPD = Chartered Institute of Personnel and Development

Df= Degree of freedom

EPUC = Ethiopian Police University Collage

HRMD = Human Resource Management Department

HRM = Human Resource Management

IR = Industrial Relations

PM = Personnel Management

SPSS = Statistical Package for Social Sciences

SR = separation rate

SSB = Sum Square Between the sample

SST = Sum Square Total

SSW = Sum Square Within the sample

UNECA = United Nation Economic Commission for Africa

Abstract

The purpose of this study was to examine the causes of employee turnover in Ethiopian Police University Collage (EPUC). The study employed both quantitative and qualitative research approaches. The sampling technique used is purposive sampling and convenience sampling method to select the sample size from the population. Questionnaire and interview were used for data collection. Descriptive statistics such as frequency and percentage were employed for data analysis. Data collected through questionnaire were analyzed using SPSS version 20. Regarding inferential statistics, Qualitative data that was gathered using the interview and documents were described verbally. The main finding indicated that dissatisfaction with level of salary and benefit packages, mismanagement, and employees' job dissatisfaction, unfair monetary reward and promotion systems were some of the causes for employee turnover. Similarly it was concluded that lack of career advancement, job dissatisfaction, leader's unwillingness to allow staff participation in decision making, job scope and unfair training system were main causes for turnover. It was recommended that managers should revise salary and benefit packages with external market, Proper treatment of employees, provide fair and equal training, assigning and promoting employees to different position according to their professional specialties and allow employee to participate in the decision making process to reduce employees turnover.

Chapter One

1.1. Background of the Study

Today in the world, global competition is the basic element to define firms' strategies as a result industrial economy has been experienced to pass toward to knowledge economy. As being a competitive market development day by day it's very difficult to enhance sustainable growth for the firms' side. All researchers and practitioners are aware of the advantages and disadvantages of a competitive work environment and try to find ways for adapting to competitive conditions. These efforts have mostly focused on human resource management practices (Burma, 2014).

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 (Rodney, 2007).

In a human resources context, employee turnover is the rate at which an employer gains 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 (Baron and Armstrong, 2007).

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. When 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 (Huckman,2008).

In today's competitive business world, it is considered to be an important task to manage employee turnover for any organization. Naturally, people would want diversities in his/her everyday life; seeks as a person needs are not limited employees for new and challenging jobs and good working environment in job place. Though it is challenging to accommodate all employee needs economically, it is also crucial for an organization to retain its talented employees. Every organization wishes to have high productivity, less turnovers and high profit margin. Turnover Management is the key economic factor for sustainable development activities of an organization. High rate of employee turnover has resulted in job dissatisfaction, organizational commitment, comparison of alternatives and intention to quit (Griffeth, 2000).

Various studies show that employee turnover negatively affect the overall efficiency of the organization. If proper action is taken on employee workload, work stress, salary, job satisfaction, and work to family conflict, the turnover ratio alternatively decreases and organization performance will enhance. The reason why, this research topic was selected is because in our environment most of the workers are not satisfied with their jobs and most of them quit their jobs when they find a relatively better paying job. The reason is not that they are not competent but there are few factors that affect the commitment and satisfaction of the employee towards their job, some are employee workload, work stress, salary, job satisfaction, and work to family conflict.

In Ethiopian Police University collage there were no empirical studies conducted on employees' turnover which were supported by formal and published research. For this reason, this study was conducted on Ethiopian Police University collage.

1.2. Problem Statement

The major causes of employee's turnover were identified through carried out different studies with retentions strategies that organizations should follow by various researchers (Ongori, 2007; Achoui and Mansour, 2007; Kumar, 2011; Rehman, 2012 & Gabriel and Thomas, 2012). These studies were carried out in different countries and organizations. According to the results of these

researches, turnover causes may vary from country to county since those countries may be categorized under developing or developed countries (Koys, 2001).

Hilina, 2011, Beruke, 2013, also identified different causes of employees' turnover in their studies. They carried out their studies in different organizations. According to the results of their researches, the major turnover causes may vary from organizations to organizations since those organizations may be having different organizational structures.

The Ethiopian Police University College (EPUC) is a quazi military institution of higher education in Ethiopia dedicated to training police officers. The College opened in 1946, staffed by Swedish instructors, although since 1960 the faculty has consisted entirely of Ethiopians who were police college graduates. Having one of its missions deploying highly motivated, skilled and disciplined police officer employees capable of providing services that meet international and national rules, regulations and disciplines show the importance of the quality of the human resources (existing as well as newly employed police officers) but the newly and emerging private hotels and banks, foreign embassies, UNECA, African union, and other international institutions with their lucrative salary and benefit paying system, are able to snatch Ethiopian police university college's talented and trained police officer employees. The high turnover has a negative impact on policing development because it means that trained and experienced police officials are lost and that new candidates must be recruited and trained. Frequent turnover of police officers, could costing Ethiopian police university collage in terms of delay in quality service delivery, performance, money and time to replace and train new comer cadet police officer employees. There is a variety of studies carried out on the topic to indicate the causes and effects 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. Studies in Ethiopia also focus on public organizations and did not see the area of police institutions. Thus, this research attempted to fill this gap via assessing those factors that cause employee turnover and its effects in the context of Ethiopia, specifically in Ethiopian Police University College (EPUC).

1.3. Basic research questions

1. What are the major causes of employee turnover in Ethiopian police university collage?
2. What is the relationship between job satisfaction, pay and benefit with turnover?
3. Does lack of promotion, work environment and job scope lead to employee turnover?
4. Does absence of good social relationship and supervision lead to employee turnover?

1. 4. Objective of the Study

1.4.1. General Objective of the Study

The main objective of this study is to investigate the causes of employees' turnover in Ethiopian police University College.

1.4.2. Specific Objectives of the Study

Specifically, this study addresses the following objectives;

1. To identify the major causes of employee turnover in the organization.
2. To identify the relationship between job satisfaction, pay and benefit with employee turnover at the organization
3. To assess lack of promotion, work environment and job scope lead to employee turnover
4. To assess absence of good social relationship and supervision lead to employee turnover.

1. 5. Significance of the Study

The study uses by the human resource manager in understanding the level of employee turnover which reduce the progress of their organization's effectiveness and efficiency. The study is important 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 organization 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.

The researcher contends that the findings of this study will make concrete recommendations to the Ethiopian police university collage to reduce employees' turnover. It is hoped that this study will also benefit other Departments of Federal police commission and make recommendations for improving organizational effectiveness and employee performance.

1.6. Scope of the Study

The scope of the study was limited to Ethiopian police University College due to the limited research source; the researcher did not focus on those employees who were employed on a contractual basis.

1.7. Limitations of the Study

Former employees may not be accessible, thus limiting necessary data outcomes. Some sample units may not fill the questionnaire properly. One of the main challenges in the data gathering process was getting former employees. Some employees left abroad and those communicated over the internet were challenged to get their exact address. Some respondents were not able to return a questionnaire in due time and it was a difficult task to wait until all returned as intended. Time and resource constraints hence, these limitations have a negative impact on the quality of the subject study.

1.8. Organization of the Paper

The study is organized into five (5) chapters. The first chapter of the study will talk about the introduction of the study, which includes background of the study, problem statement, research question, general and specific objectives, significance, scope as well as limitations of the study. The second chapter will discuss about the review of theoretical and empirical literatures conducted so far on the study area. The third chapter of the study on the other hand will also provide a framework (methodology) used to conduct the study. This includes sample and sampling techniques, method of data collection and analysis. Accordingly, data analysis and presentation will be made on the fourth chapter and finally the paper will give conclusions and recommendations, based on the results of the assessment, in its fifth chapter.

Chapter Two

2. Review of related literatures

In order to provide readers with deeper understanding of the paper, the theoretical framework that involves relevant theories and the previous research studies conducted so far in the area of the causes and effects of employees' turnover is briefly presented under this portion. 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

2.1. Human Resource Management Defined

Although it was commonly accepted that HRM practices had formally started with industrial revolution, the fact is that the roots of HRM lies deep in the past. Just as the employees who shared the tasks that have to be done in modern organizations, humans in ancient societies also, divided work among themselves. So it can be said that division of labor has been practiced since prehistoric times. Tasks were allocated according to skills such as the ability to find food or plants, track animals or cook (Price, 2007) but the major contribution to the development of the HRM systems is provided by industrial revolution in the 1800's. The terms of human resource management (HRM) and human resources (HR) have largely replaced instead of personnel management (PM) in the processes of managing people in the organizations. While human resource management is defined as a strategic and coherent approach for the organization's most valued assets behind on the workers, there is no upon description of it. Personnel department is mostly to manage the paperwork around hiring and paying people. More recently, organizations consider the HR department as playing a major role in staffing, training and helping to manage people so that people and the organization are performing at maximum capability in a highly fulfilling manner (McNamara, 1999). In the global business, HRM is increasingly considered a contemporary development to reshape employment relationships as a tool that may have effectively replaced other management traditions like Personnel Management (PM) and Industrial Relations (IR) (Marchington & Wilkinson, 2002).

2.2. Definition and concepts of Employees 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 is understood by human resources professionals to be the rate at which an organization's work force terminates employment and requires replacement (Kreitner, 2003). Most organizations have been successful because of the organization's ability to retain employees

According to Robbins (2003) definitions turnover is the voluntary and involuntary permanent withdrawal from an organization, and a high turnover rate results in increased recruiting, selection, and training costs. In some studies employee turnover also indicate that turnover does not only include the voluntary termination of employment but also the involuntary termination of membership of an organization.

Employee's turnover can be very problematic for large, medium and small organizations. All organizations can expect some degree of employee's turnover. Indeed a certain degree of employee turnover may be desirable since it creates opportunities to introduce competence, new ideas and experience to the organization, as well providing career development opportunities for existing workers. Though employee's turnover is however, is costly both to individual organizations and the economy as a whole. It also affects moral, profitability, efficiency and productivity as well (Durbin, 2000).

"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. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business." (Beam, 2009)

2.3. Measuring employee turnover

The Chartered Institute of Personnel and Development (CIPD) in the United Kingdom developed a simple and most common way of measuring employee turnover. The method, according to the CIPD (2007) is to measure the number of leavers in a period as a percentage of the number employed during the same period, usually on a quarterly or annual basis. This is sometimes called the separation rate (SR). This is expressed as follows:

$$\text{Separation rate} = \frac{\text{Number of leavers}}{\text{Average number working}} \times 100$$

Average number working

Measuring employee retention rate and the costs of turnover to the Organization is vital in building a business case for thorough and effective recruitment and retention initiatives. This costing can be a part of performance appraisal ratings especially for line managers and gain top management support for employee management activities.

However, it is not all turnovers that attract costs to the organization; some are indeed beneficial and cost effective as discussed in the next section.

2.4. Types of Turnover

Employees of different organizations leave their job for all sorts of reason. Some leave to get better salary, some find conducive work conditions, due to geographical factors and for multiple reasons.

Employee turnover can be grouped into different categories.

2.4.1 Voluntary and involuntary turnover:

When employees leave an organization at their own discretion, it is referred to as voluntary turnover (Curran, 2012). According to this definition 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 et al, 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.

Involuntary turnover is arises when an employer decides to terminate the employment contract by layoffs and similar actions where the decision for an employee to leave is made by the company and not the employee. Allen (2000) states that involuntary turnover generally occurs for reasons which are independent of the concerned employee such as when organizations incur losses or unavoidable expenses, and perceives the need to cut costs, restructure or downsize.

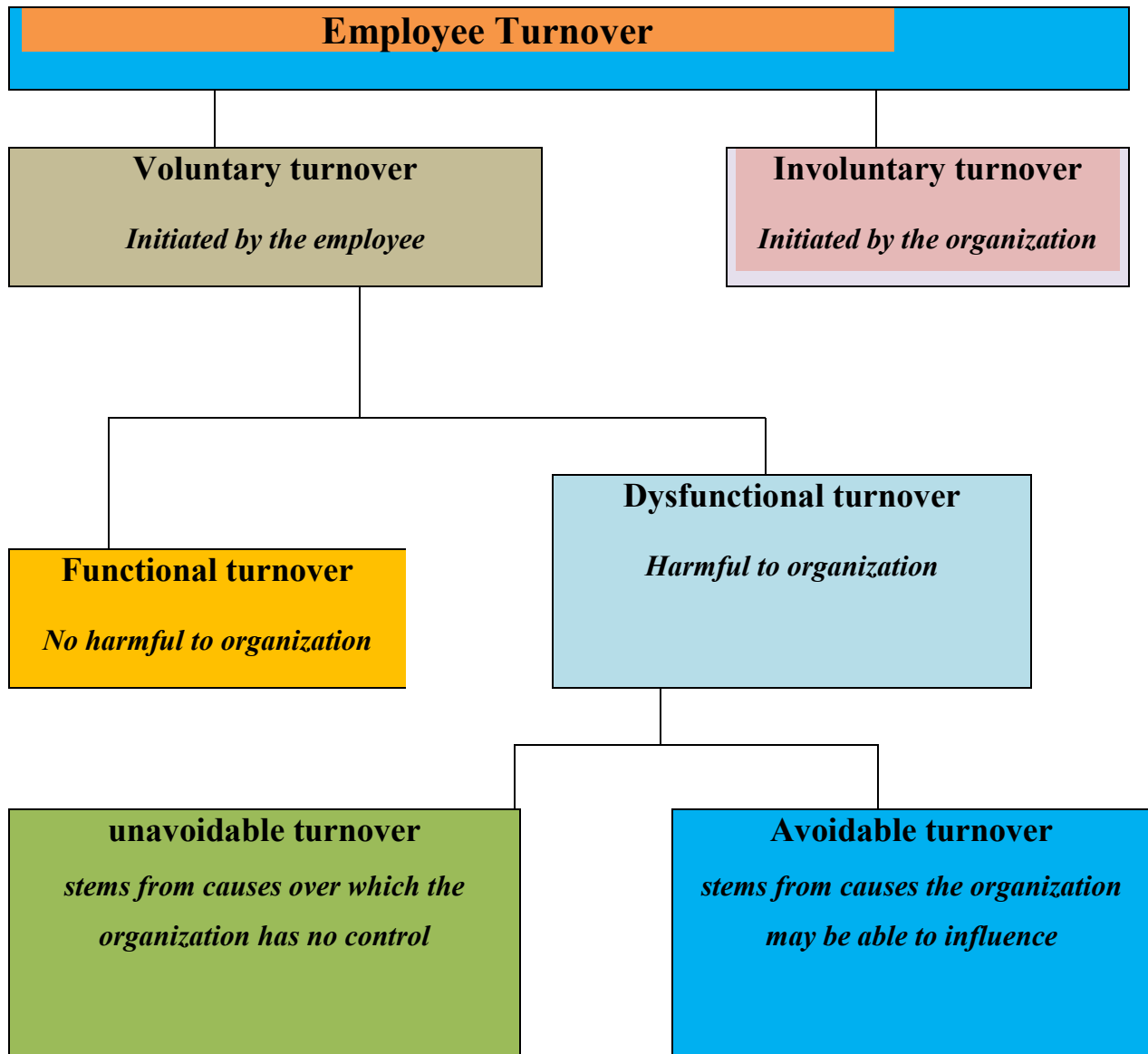
Involuntary Turnover is the turnover initiated by the organization (often among people who would prefer to stay (Ronra and Chaisawat, 2009). This type of turnover occurs when manager of the organization decides to terminate its relationship with an employee due to organizational bankruptcy or a poor 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 employers initiated termination" (Abdali, 2011).

2.4.2 Functional and Dysfunctional turnover: Voluntary turnovers are further distinguished between functional and dysfunctional turnovers. Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performer employees whose talents can replace easily (cited in Wikipedia).

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.

2.4.3 Avoidable and unavoidable turnover: Dysfunctional turnovers are further distinguished between Avoidable and unavoidable turnovers. Avoidable turnover is causes that the organization may able to influence or handle it. For employees who leave the job because of low job satisfaction, problems of mismanagement, benefit packages ... etc. can be retained through improving the stated administration activities. Unavoidable employee turnover stems from cause over which the organization has little or no control of it. For instance organization may not able to control employee who is going to leave because of health problem or desire to relocate to other geographical areas (David, 2008). 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).

Fig.-1: Types of employee turnover.



Source (David et al, 2006).

2.5. Why Employees Leave

The most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Those who are desperate for a job may take the first one that comes along to carry them through while searching for better paying employment. Also, employees tend to leave a company because of unsatisfactory performance

appraisals. Low pay is good reason as to why an employee may be lacking in performance. (Rampur, 2009)

Unequal or substandard wage structures fall under this category as well. "When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal." (Handelsman, 2009)

Another reason that employees leave is because of the lack of benefits available to them through the company in which they work. High employee turnover could also be due to no potential opportunity for advancements or promotions. Employees prefer other companies which may provide them with higher posts and increased compensation packages. (Rampur, 2009)

A bad match between the employee's skills and the job can also be a reason for an employee to leave an organization. "Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit. Inadequate information about skill requirements that are needed to fill a job may result in the hiring of either under skilled or overqualified workers." (Handelsman, 2009)

2.6. Causes of Employee Turnover

"Most people feel that the major cause of employee turnover is the issue of salary. While there is some support for this view, its importance has been greatly exaggerated; it is widely held because individuals frequently cite salary as their excuse for leaving, making the organization and its pay scale a convenient target for employee frustrations. This is largely due to the fact that few workers want to give more personal reasons for leaving and thereby risk the possibility of not receiving a good reference at a later date. Another major misconception is that today's turnover is the direct result of a decline in our nation's work ethic. While it is true that worker attitudes have changed dramatically in the last thirty years, the problem of turnover goes beyond this shift in values. Instead, the real causes of turnover seem to be linked to problems within the organization and not really attributable to attitudes carried by the influx of new employees. The unwillingness on the part of employers to look inward has served both to perpetuate and accelerate the turnover problem."(Laser, 1980)

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. Many employees in different organizations leave their job because of multiple internal and external factors. Different writers states that employees quit because of their supervisors, lack of trust, communication, lack of familiarity, unfair treatment of employee, low wage, hard working environment, and others. Because of this, organizations miss their customers and client face poor operating system or low productivity (Flex, 2012)

Lack of opportunity for advancement or growth can cause a high turnover rate for any organization. "If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while." (Shamsuzzoha, 2007)

(Booth and Hamer 2007) state that management in different organizations work hard to reduce the high rate of staff turnover. Management is concerned with managing human resources in such a way that the employees become one team working for the same goals.

The following are some of the causes of employees' turnover:

2.6.1 Demographic Factors as the cause of employee turnover

As said by Abdali (2011), the demographic and personnel characteristics of an employee may be reason of leaving from the organization. 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. 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 Parker and Skitmore (2003),

There are factors specific to the individual that can influence turnover. These include both personal and trait-based factors. Robbins and Decenzo (2001) state that personal factors include issues such as changes in family situation, a desire to learn a new skill or trade or an unsolicited job offer. In addition to these personal factors, there are also trait-based or personality features that are associated with staff turnover. These traits include behaviors such as loafing, absenteeism, theft, substance abuse on the job and sabotage of employer's equipment or production (Page, 2001)

2.6.2. Job Satisfaction as the cause of employee turnover

Job satisfaction is thus concerned with an employee's perception and assessment of the job which is affected by the employee's unique circumstances such as needs, norms and values, and expectations. If an employee has a need for career advancement, the job will be assessed in terms of how that particular need is being addressed or met. Employees will, therefore, assess the job in terms of factors which they perceive as being essential for them (Sempane et.al, 2002). It is clear that job satisfaction is affected by numerous job-related factors, such as pay, benefits, relationships with supervisors, working conditions and advancement (Sloane & Williams, 2000).

Much research has been done on employee turnover and it has been shown that when people are not satisfied with their jobs they tend to leave. According to Spector (1997), there is a strong link between job satisfaction and employee turnover. If the job satisfaction level is generally low, the employee turnover will be high. Hence, it is clear that more attention should be paid to turnover by institutions because "people who dislike their jobs will try to find alternative employment" (Spector, 1997).

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) 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".

2.6.3. Pay and Benefit (Compensation) Conditions as the cause of employee turnover

Turnover depends on employee perceptions of the desirability and easy of movement. Employees seek to improve their employment conditions when they change job. Compensation plays an important role to retaining employees. Researchers believed that displeasure with salary and pay robustly motivate employee turnover (Gomez Meija and Balkin 1992). The lack of different compensation packages like fringe benefits and incentive pay (Heneman, 1985) definitely create an impact on retaining employee or departing from the organization. Therefore, employees in an organization improve their pay level if they obtain a new job before the leave their present job. Organizations pay level is a potentially important direct influence on employee turnover. Where pay is one of a determinant factor, employees quits current job and accept the job with higher pay opportunity. Therefore, organizations critically aware that low wage rate will result into higher employee turnover and separation. Pay level is not the only reason for employee's turnover and separation but also, pay system whereby employees can be satisfied or dissatisfied with the organizations pay system. Pay system based on the seniority of employees or per the performance appraisal. Employees are satisfied with existing pay system if they believed that rewards or incentives are paid based on fairness and considered seniority or performance evaluation of all employees Herbert et al (2000).

2.6.4. Lack of supervision (leadership style) as the causes of employees turnover

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.

The essence of supervision lies in the evaluating the effectiveness of the organization, both vertically and horizontally, and ensuring that resources are used adequate and correct, errors are rectified, standards maintained and objectives attained (Booyens, 2000).

Supervision should be a democratic process during which employees are given help and encouragement by supervisors. The supervisor must recognize the value of each member of the

team and each one has a vital role in to play to achieve quality service delivery and creating high level of motivation among personnel (Robbins, 2003).

Supervisor willingness or unwillingness to delegate responsibility or to teach the employee or exercise fairness in treatment can lead to the employee's dissatisfaction with his work and possible turnover (Falkenburg and Schyns, 2007).

2.6.5. Social relations as the cause of employees' turnover

Unhealthy social relationship between employees in the organization will lead to employee absenteeism and eventually to employee turnover (Mullins, 2001). 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.

Fulfilling social needs by managers in the work environment improves employee performance. Social need is a desire to belong, to be accepted by others and to experience love, affection and friendship. If the employee has feelings of not being accepted within the social set up, he/she may be tempted to leave the organization (Hopkins, 2005).

Lack of fixing issues or problems particularly from supervisors, decreases workers' ability to cope with their stressful jobs and increases the likelihood that they will leave their jobs Michal et al, (2001).

The relationship between managers and employees influences employees' decision to stay in a job. Supervisors and managers have an important impact on employee turnover. Hence, the length of time that employees stay in an organization is largely determined by the relationship between employees and their managers (Dobbs, 2001).

2.6.6. Work environment as the causes of employees' turnover

Organizations should be realized that, working conditions in an organization have a role to play in deciding whether to stay or leave. These are the gaps that may be explored. Good working conditions may serve as a motivating factor to employees, in order to stay in an organization (Irshad, 2009). In line with this, the overall working environment of the organization should be

favorable to employees and the organization working environment was not conducive to most of the employees it contributed to employee turnover (Guyo, 2011).

In an unfavorable working environment employees do not want to stay; due to this, some employees jump from company to company because they prefer a working environment that is suitable for them. Recent studies conducted by (Handelsman,2009) shows that if working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long. Likewise, if an employee finds an appropriate work environment which is suitable for them in a specific company, they may work in that organization for several years.

The physical environment includes physical structures in which employees work, such as buildings, offices and the lighting, ventilation, noise vibration temperature, humidity and air quality (Hamermesh, 2001). To motivate the workforce, it is important to ensure a hazard free and safe environment which also enhances efficiency and productivity (Del Val, and Fuentes, 2003). When the adverse effects of the physical work environment are not attended to by management, employees may lose interest in the work and might leave the organization. In support of this assertion, if the work environment is not conducive to the employee's wellbeing and expectations it can contribute to decisions to leave (Heizer and Render, 2006).

2.6.7. Lack of Promotion or Advancement as the causes of employees' turnover

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.

Turnover can be diffidently foresees through promotions. Job promotions might review through different measure scales like, satisfaction with promotions, opportunities for promotions and

actual promotions. (Carson et al, 1993) experienced these operationalization differ as to whether they measure affects, beliefs or behaviors. Satisfaction about promotion and perceived prospects for promotion modestly predicted turnover. Actual promotions, by contrast, strongly predicted turnover.

2.6.8. Job Scope (Work Assignment) as the causes of employees' turnover

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 growth need. (Hackman and Oldham, 1980) gave a concept that complexity of job most increases job satisfaction with work and loyalty to the organization in employees who have strong growth needs.

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).

Work content refers to the amount of work which is performed by the employee at any given time Nel et al. (2004). Quantitative overload involves having too much work to do in the time available and has been associated with stress related ailments such as coronary heart disease and finally staff turnover (Mouton, 2001). In the context of voluntary employee turnover, when the employee relates the work load with pay and benefits which may be perceived to be lower than the amount of work performed, work overload may then incite staff turnover intention (George and Jones, 2002). Employees leave the organization because of tasks and role that puts physical strain and exertion on them or may be due to roles and tasks that are not well clarified (Harrison and Kessels, 2004).

2.7. Theoretical Framework about Employees 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 the Linkage Model, the Unfolding Model of Turnover,

Organizational Equilibrium, the Met Expectation and The Job Embeddedness Theory of turnover.

2.7.1. 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 et.al, 2009).

2.7.2. The Unfolding Model of Turnover

This theory suggests that internal or external shocks will lead the individual to leave an organization because the situation (shock) compels the employee to leave. 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 et.al, 2009).

2.7.3. Theory of Organizational Equilibrium

Nawaz et.al, (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.

2.7.4. The Met Expectation

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 employee's expectations, it will lead to employee turnover.

2.7.5. The Job Embeddedness theory of turnover

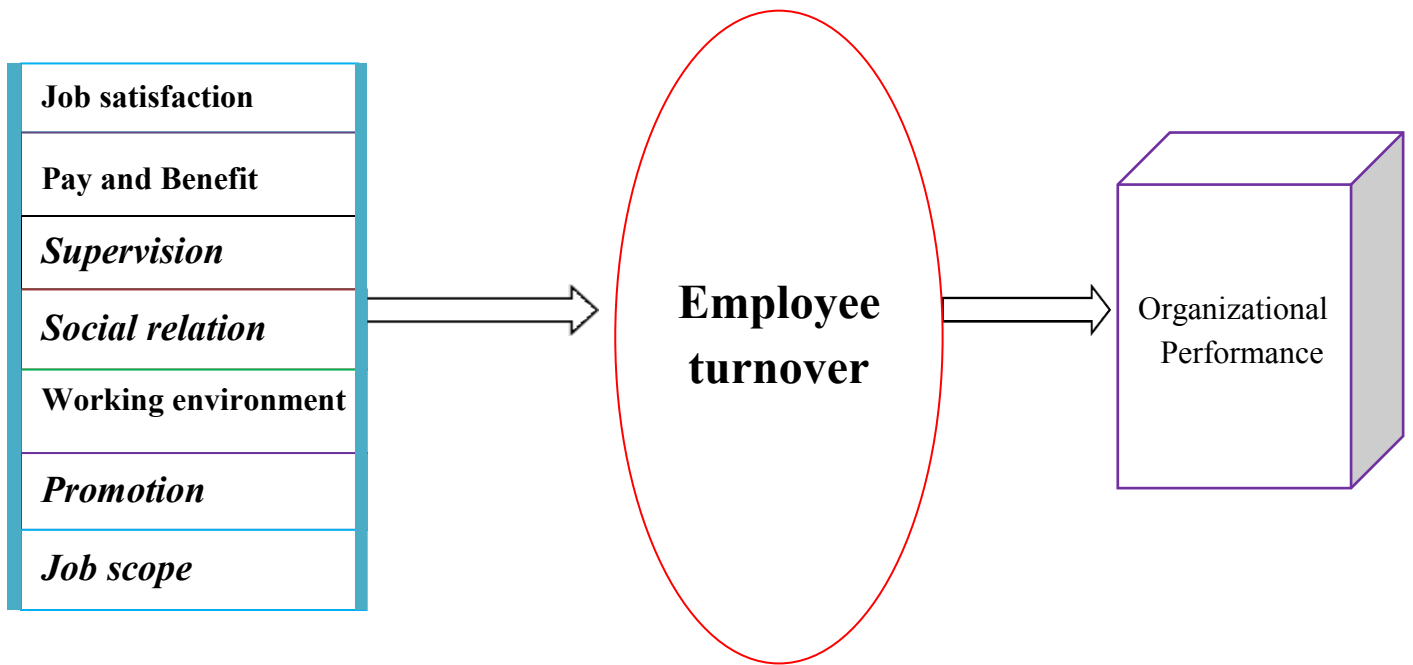
According to Feldman & Ng (2007), embeddedness refers to a number of forces that creates a feeling in people that they cannot leave an organization. Embeddedness implies that a number of forces link an employee in a psychological and social web that includes the job-related environment as well as non-work environment

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).

2.8. Conceptual framework model

Based on the overall review of related literatures and the theoretical framework, the following model was developed. The model is modified from above theories and models. The variables applicable in our country context are assumed to be the causes of turnover in our country context. The independent variables, including demographic factors, job satisfaction, pay & benefit condition, leadership style, social relation, working environment, job scope (work assignment) explained are assumed to be the causes of employee turnover in our country context specifically in Ethiopian police university college.

Figure: 2. Conceptual framework mode



Source: Adopted from related literatures

Chapter Three

Research design and Methodology

3.1. Introduction

This chapter presents a description of the research design and methodology used in the study. Research methodology is the specific science of research that followed to accomplish predetermined research. Hence, all specific method that is used in the course of accomplishing this thesis is presented in this chapter. It includes research design, targeted population, sampling procedure, sources of data used, method of data collection and analysis.

3.2. Research design

The research design employed in this study is both quantitative and qualitative research design. Many good research projects combine both qualitative and quantitative research. Qualitative data rate from slight to highly significant effect based on qualitative judgments, such as perception and attitude (Zikmund& et al. , 2005).

"A survey design provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. From sample results, the researcher generalizes or makes claims about the population ".(Creswell, 2003)

Therefore, mixed research approach were employed for this study completion to generate rich data from multiple sources, which are both quantitative and qualitative type. The researcher interested to present both employees view and managements attitudes towards employees turnover of the organization. The study involves survey of different documents regarding employee turnover, close and open ended questionnaires and an interview made with human resource managers and directorates. Therefore, the study followed descriptive type of research and survey research strategy was used. Primary data from survey questions has

quantitative characteristics and qualitative data was gathered through interviews. Causes and effects of employees' turnover were assessed and quantified by using 5 point likert scale method.

3.3. Source of Data

Both qualitative and quantitative type of data collected from both primary and secondary sources. In attempt to address the causes of turnover and its effect and to provide possible recommendations, the researcher used both primary and secondary data sources. With regard to primary data, the data collected through questionnaire filled by the ex-employees and current employees and interviews also conducted with human resource managers and directorate officers of the organization. Besides the history of terminated and existing employees data will be collected from Human Resource Management directorate. In addition, personal discussion, and interview will be made with these people in order to be acquainted with overall environment of the organization and efforts and performance made to reduce employees/staff turnover. As far as secondary data is concerned, relevant data are collected from the organization documents such as, policy manuals, reports produced by the collage human resource management and websites (internet) and other available sources. This empirical data used to support the credibility of the information obtained through questionnaire and interview and also used as comparison for the findings.

3.4. Study Population

Population of the study is the ex-employees of EPUC and the whole current employees who are working in EPUC specifically in Indoctrination directorate, staff collage directorate, Finance directorate, Forensic science directorate, health science directorate, research and consultancy directorate and three vice president offices. The total number of current employees was 742 and 457 ex-employees those left the organization because of different reasons. The sample sizes were selected in relation to the job position of employee in the University collage.

3.5. Sampling Technique and sample size

For the purpose of this study, the sampling technique used is purposive sampling technique existing employees and convenience sampling method for the ex-employees of the organization.

The sample is drawn from existing employees of the organization and terminated employees. Directorates were used as strata and from each stratum 15% of employees were selected as the sample i.e. $n_i = 15\%N_i$, 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 742 employees are working in three vice president offices and six directorates among these employees a sample of 111 employees were drawn. The selection was categorized into instructors, section heads, key support unit employees (administration), controllers and coordinators Out of 111 respondents, 111 (100%) responded and returned questionnaires. And out of 457 ex-employees those left the organization, 45(10%) were selected by using convenience sampling method. The sample taken is representative of target population in which the study is undertaken. It is believed that the sample taken is representative of target population.

3.6. Procedure of Data Analyses

Quantitative data were analyzed using SPSS version 20. Descriptive statistics data analysis method was applied to analyze quantitative data. 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 (gender, age, education qualification, work experience and marital status). Qualitative data analysis method was also employed to analyze qualitative data that was gathered using the interview and documents from the collage was described verbally.

3.7. Description of Variables and Measurement

❖ Dependent variable

The dependent variable in this study is "Employee turnover".

❖ Independent Variables

The independent variables are categorized in to two groups which contains seven basic factors and five demographic factors. Demographic factors include gender, age, educational status, work

experience and marital status. Basic factors include Job satisfaction, Pay and Benefit (compensation), Leadership style (supervision), Promotional opportunities and Job scope.

3.7.1. Portions of the questionnaire

Part-I: Demographic Information of Respondents: - The first section of the questionnaire requires information about demographic data of respondents. Questions covering gender, age, service years, educational qualification and marital status in the organization and the responses interpreted using frequency distribution and percent.

Part-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.

Part-III: Questions Related to Causes of Employee Turnover: - This section measures the level of employee's job satisfaction, Pay and Benefit(compensation), leadershipstyles (supervision), promotion opportunities, working environment, and social relationship and job scope (work assignment) that influence employee turnover.

Part-IV: Turnover Intention: -This section consists of questions that can measure the intention of respondents to leave the organization.

To answer the questions, respondents have to select their choice of answer based on the five point scale and indicate their level of agreement/disagreement by ticking [] in the box for their exact feeling based on the scale. 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 the table below.

Table 3.1: Five-Point likert 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, 2016

3.7.2 Ethical Consideration

Ethical clearance and permission obtained from the institutional review board Faculty of Business and Economics of Addis Ababa University, Ethiopia. Permission is also granted from Ethiopian police university collage through formal letter. Participation in the study was on the voluntary basis and participants are asked for willingness before they are provided the questionnaire. The subjects are also assured that their responses used only for the purpose of the study. An attempt is made to first explain the objectives and significance of the study to the respondents. Name and other identifying information are not used in the study. The researcher safeguarded all information related to the participants. Their privacy, identity and confidentiality are maintained and information from participants was not going to be exposed to the public nor made available to colleagues, subordinates or superiors. In this study, all information about participants was treated with confidentiality and the participants were anonymous.

3.7.3 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.

Before estimating any model, it is a must to check the validity of the model properly. Hence, as necessary, tests for multicollinearity were made. Tests for multicollinearity is done using variance inflation factor (VIF). As a rule of thumb, if the VIF of a variable exceeds 10, there is a serious multicollinearity problem. The VIF indicates whether a predictor has a strong linear relationship with the other predictor(s). Myers (1990) suggests that a value of 10 is a good value at which to worry. Related to the VIF is the tolerance statistic, which is its reciprocal (1/VIF). As such, values below 0.1 indicate serious problems although Menard (1995) suggests that values below 0.2 are worthy of concern. Whichever measure the data set again shows no sign of significant Collinearity.

3.2. VIF table for regression analysis

Model	Collinearity Statistics	
	Tolerance	VIF
Job satisfaction	.556	1.798
Pay and Benefit	.365	2.742
supervision	.843	1.186
Social relation	.435	2.301
Working environment	.481	2.077
Promotion	.639	1.565
Job scope	.715	1.400

3.7.4 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 3.2 as shown below.

Alpha Coefficient for Each Section of Questionnaire

S/n	Section (Scales)	No. of Items (Questions)	Cronbache's Alpha Value (Alpha Coefficient)
1	Job satisfaction	6	0.836
2	Pay and Benefit (compensation)	6	0.865
3	Leadership style (supervision)	7	0.925
4	Promotional opportunities	6	0.756
5	Job scope (work assignment)	8	0.733

6	Working environment	4	0.839
7	social relationship(peer group relationship)	5	0.817
8	Turnover	5	0.865

Source: Research Questionnaire, 2013

Chapter Four

Analysis of the data and discussion of the findings

4.1. Introduction

In this chapter the data obtained on employee turnover via interview with management of EPUC and data collected from both current and ex-employees of the organization are analyzed and interpreted by using frequency distributions, analysis of variance (ANOVA) and Pearson's correlation coefficient.

4.2. Trends of Turnover at Ethiopian Police University Collage

Employee turnover is frequent and it is becoming a series problem at Ethiopian police University College. The following table shows terminated-employees rate at the organization from 2004 to 2008 E.C

Table 4.1: Trends of Turnover Rate

Year	Average Employed	Terminated	Rate of Turnover
2004 E.C	560	65	11.60%
2005 E.C	600	78	13%
2006 E.C	625	96	15.36%
2007 E.C	634	98	15.46%
2008 E.C	742	120	16.17%
Total	3,161	457	71.59%

Source: HRMD Report of Ethiopian police university collage, 2004 – 2008

As shown in table 4.1 above, Ethiopian police university collage are facing high rate of terminated-employees. This indicates there is high rate of employee turnover at the organizations.

Because of the high rate of employee turnover, the organization is 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 and effects of employee turnover in the organization by taking interviews with sex(6) directorates (i.e. Indoctrination, Finance, forensic science, Health science, research and consultancy directorate, Staff collage directorates) three vice president and human resources administration division and 111 questionnaires were distributed to employees selected from nine different bureaus as a sample and the findings are presented here under.

4.3. Views of Management on Turnover at EPUC

The following result shows interview made with human resource manager of EPUC administration and directorate bureaus on the issues related to causes and effect of employee turnover. In this section, the results of the interviews made with the human resource managers and directorates on issues related to working environment, relationship of management and employees, intensity, reason, intention of current employees about turnover, treatment of promotion, effect of employees" turnover are discussed. The results are important in providing comparison between what managers think as causes and effect of employee turnover and what employees perceive.

According to the human resource manager and directorates view currently the organization is losing experienced and qualified employees to other organizations where the compensation or monetary reward system is higher than their organization, employees leave as a result of the policy did not being implemented and due to the availability of alternative jobs from various organizations like newly and emerging private hotels, banks, Ethiopian airlines, foreign embassies, AU, UNECA and other international institutions are paying better salary and benefit package than EPUC, and made our experienced and qualified employees to leave the organization, management and other concerned bodies knew reasons of termination via the application letters that employees submit to the management to get letter of resignation, recommendation letters and written work experience to obtain employment opportunities elsewhere. Resignation letters written and submitted to the organization, most of them terminate

due to health, social and family problems. But most of the reasons stated on &application letters are not genuine but rather employee's present false reasons so as to get the valuable document they need and to leave the collage.

The Indoctrination and personnel managers have made formal and informal communication with employees who are going to leave the collage when they submit application letter to the bureaus for requesting the certificate of work experience and clearance. Accordingly, the main reason that voluntary resigned employees pointed out is salary difference between the EPUC 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 and indoctrination officers 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 private hotels, banks, Ethiopian airlines, anti-corruption bureau, foreign embassies, AU, UNECA and other international institutions where there is more attractive salary scale and benefit packages than EPUC. The managers also asked about the view of existing employees to stay in the organizations and replied that since the collage still did not made salary adjustment the trend of turnover has been increasing and this indicates that employees have no a sense to stay within the collage. Apart from problems stated above, management also stated that there are no difficulties with supervisor employee relation are smooth, existence of equal opportunities for promotion, career development, and others job assignment of the organization is based on performance status and skill that they have. Since the organization is a Quazi-Military institution working environments of the collage is challenging and difficult to work and have a risk.

According to management the organization is trying to maintain stable work force through various mechanisms. In the first place full orientation is given for new employees when they are hired about working condition of EPUC, duties and responsibilities in each one of position will be explained, benefits that they will get also told to them. In order to improve the benefits of employees the organization has planned and working with the government. Therefore, this will reduce turnover of employees when it is implemented. The organization also requested government bodies to allow increasing salary and other benefits but no positive response gained still.

The cost incurred by the organization includes recruitment and selection fee, cost of advertisement, interview costs, self-development training costs of new and existing employees, decreases service of the organization and work perception of the societies is declined. According to my interview employees turnover have a negative impact on one of the sustainable developmental activities that is politics and this implies that there is no good administrative activities in the organization

4.4. View of Ex-Employees on turnover at EPUC

The open ended questionnaires response result from former employees of EPUC shows that they left the organization due to many reasons but most of them said that to get better pay (salary), unfair employee handling system in the organization (Mismanagement), lack of career development, dissatisfaction with the job, better opportunity in other organizations, family related causes and other job alternatives that they obtained and benefits relative to EPUC. Most of them are working currently at private hotels, banks, Ethiopian airlines, foreign embassies; AU, UNECA and other international institution employee turnover may incur an additional cost on training and recruitment Process, and also have an impact on the performance of the EPUC.

4.5. Response Rate

A total of 111 questionnaires for current employees and 45 questionnaires for ex-employees were distributed and all the questionnaires were collected which is equal to 100 percent. Better, follow up favours for effectiveness of collection the respondents are almost homogeneous, employees of EPUC who are working on different directorates with diversified area of specialization. It is enough to analyze the findings and the response rate was indicated in the table below.

Table 4.2 Response rate

Item	Response rate of current employees of EPUC		Response rate of ex-employees of EPUC	
	NO	Percent	No	Percent
Sample size	111	100	45	100
Collected	111	100	45	100

From the above table, out of 111 questionnaires for current employees and 45 questionnaires for ex-employees distributed all (100%) were collected no questionnaire remained uncollected. Therefore, analysis were made based on the responses obtained from the collected questionnaires.

4.6. Frequency Distribution of ex-employees of EPUC.

Table 4.3. Profile of Ex-Employees of EPUC

S/n	Item	Measurement	Frequency	Percent	Valid%	Cumulative%
1	Sex	Male (1)	30	66.7	66.7	66.7
		Female (2)	15	33.3	33.3	100.0
		Total	45	100.0	100.0	-
2	Age	Less than 25	0	-	-	
		25-35	25	55.6	55.6	55.6
		36-45	11	24.4	24.4	80.0
		46-55	7	15.6	15.6	95.6
		More than 65	0	-	-	-
		Total	45	100.0	100.0	-
3	Educational Qualification	10 th complete	0	-	-	-
		10+2 complete	8	17.8	17.8	17.8
		Diploma holder	8	17.8	17.8	35.6
		first degree	16	35.6	35.6	71.1
		second degree (masters)	13	28.9	28.9	100.0
		PhD	0	-	-	-
		Total	45	100.0	100.0	-
4		Less than a year	0	-	-	-

	Service Year	1-2 years	0	-	-	-
		3-5 years	15	33.3	33.3	33.3
		6-8 years	8	17.8	17.8	51.1
		9-10 years	9	20.0	20.0	71.1
		above 10 years	13	28.9	28.9	100.0
		Total	45	100.0	100.0	-
5	Marital Status	married	11	24.4	24.4	24.4
		single	34	75.6	75.6	100.0
		Total	45	100.0	100.0	-

Source: Research Questionnaire, 2016

Table 4.3 shows the summary of ex-employees demographic factors. As it is shown in the table item one indicates out of 45 respondents, 66.7% is male and the rest 33.3% is female.

Item 2 of the table specifies age distribution of the respondents. 55.6% of ex-employees respondents are in the age between 25 and 35, 24.4 % between 36 and 45, 15.6 % between 46 and 55 and 4.4 % between 56 and 65 respectively. There are no respondents less than 25 and more than 65 years old. The majority of ex-employees respondents 55.6 % are between 25 and 35 age group.

As indicated in the table item 3 of above table, 35.6 % of former employees' respondents were qualified at first degree level and 28.9 percent of ex-employees are qualified at second degree (masters) level. 17.8 % 10+2 and 17.8 % Diploma holders but there are no respondents 10th complete and PhD holder. This indicates that almost more than half (64.5%) of the respondents are first degree and second degree (masters) graduates of colleges and universities.

Item 4 of the table is regarding the working experience or service years of the respondents in the organization. It indicates that 33.3 % of respondents have been working in the organization for 3 to 5 years, 28.9 % for above 10 years, 17.8% for 6 to 8 years, and 20 % for 9 to 10 years. Therefore, all of the respondents have been working for more than three years in the organizations. Item 5 of the table also points toward the marital status of the respondents. Majorities of terminated employees are single that is 75.6% of respondents from former employees are single whereas 24.6 % are married.

Table 4.4: Ex-employee’s response on management treatment, relationship with management, salary and work environment factors

S/n	Statement	Measurement	Freq.	Percent	Valid %	Cum. %
1	Did you feel that you were fairly treated by the management of the college?	Yes	0	-	-	-
		No	45	100.0	100.0	100.0
		Total	45	100.0	100.0	-
2	How was your relationship with management heads & immediate boss?	Very good	0	-	-	-
		good	4	8.9	8.9	8.9
		fair	8	17.8	17.8	26.7
		bad	33	73.3	73.3	100.0
		Total	45	100.0	100.0	-
3	Have you ever made any grievance (complaint) to your boss?	yes	42	93.3	93.3	93.3
		No	3	6.7	6.7	100.0
		Total	45	100.0	100.0	-
4	Do you think that you were paid well?	yes	2	4.4	4.4	4.4
		No	43	95.6	95.6	100.0
		Total	45	100.0	100.0	-
5	How was the work environment in which you were working?	very good	1	2.2	2.2	2.2
		Moderate	0	-	-	-
		fair	7	15.6	15.6	17.8
		bad	37	82.2	82.2	100.0
		Total	45	100.0	100.0	-

Ex-employees were requested either they were fairly treated by their former employer of Ethiopian Police University Collage. According to item (1) of table 4.4 data indicates that, 45 (100 %) of the respondents are not agree with the statement they said no. None of respondents were agreed and said that they were not fairly treated by the management of the organization.

Since most of the employees of the collage were police professionals, they want to be treated fairly. Thus, respondents feel that they were unfairly treated by the management of the organization. The management of the organization should be fairly treat all employees in all aspects unless the rules and regulations of the organization forbidden them to do so. In all of the organization procedures impartiality affects the employees and encourage them to leave the organizations. Hence, it can be generalized that not treating employees fairly is a cause of turnover.

In item (2) of table 4.4above indicates that, the ex - employees feeling were asked how their relationship with management heads & immediate boss was. About 73.3 % of respondents responded that they had bad relationship with management heads & immediate boss.17.8 % has fair relationship and only 8.9 % of respondents said that they have good relationship. From this it is possible to say that respondents were having bad relationship with management heads & immediate boss in the organization. Therefore, to a larger extent, ex-employees feel that management heads & immediate boss of the organization doesn't show a genuine interest in fixing issues/problems in their role. This does not motivate employees because employees will not be committed to their roles for the job they assigned if they have not get genuine interest in fixing the issues/problems from the management heads & immediate boss. Researcher state that the relationship between managers and employees influences employees' decision to stay in the organization. So, EPUC should maintain good relationships between employees and management heads & immediate boss for the best performance of the employees in their job and to reduce the causes of employee's turnover.

Regarding item 3 of the above Table, about 43 (93 %) of respondents have shown their agreement for the existence of grievance with their boss in EPUC; whereas, about 3 (6.7%) have shown their disagreement. Therefore, it can be possible to generalize that when large number of employees have grievance or compliant to their boss it causes employees turnover.

Some writers stated that the most common reason for employee turnover rate being so high is the salary scale since employees are usually in search of jobs that pay well. This was clearly said by Johnson (2007) "The prospect of getting higher pay elsewhere is one of the most obvious contributors to turnover. This practice can be regularly observed at all levels of the economic ladder, from executives and generously paid professionals in high-stress positions to entry-level

workers in relatively undemanding jobs. However, there is considerable evidence that money is often not the root cause of turnover, even when it is a factor in an employee's decision to quit. Accordingly, as can be seen from item (4) of table 4.3 above, the respondents were asked to confirm whether EPUC had paid well or not the result revealed that 95.6% of respondent from ex-employee stated that they didn't paid well and 4.4 % respond agreed that they were paid well. In this rapid growing economy and knowledge era, where pays is one of a core value, employees choose to leave current job and look others for higher pay opportunity. Therefore, organization's pay system and benefits can retain or force employee to quit the job.

As indicated in the table above, for the statement 5, results shows that 82.2% of the respondents from ex-employee are responded that working environment of Ethiopian police university collage was bad that is not comfortable for the job. Only 15.6 % and 2.2 % of ex- respondents said that working environment was fair and very good respectively. Improving working environment and conditions considered as one of better mechanisms how to increase employee's stability. Researcher found that employees leave the job due to hostile work environment. On the contrary, good working conditions may serve as a motivating factor to employees in order to stay in the organization. As per the response of the majority respondents unsatisfied by the overall work environment of the EPUC is among the reason that force employees to quit the collage. The management of the collage should go further to create the working environment to be coherent and conducive to minimize the number of professional police employees' turnover in the collage.

Table 4.5:- Ex-employee's response on the overall intentions that made to leave EPUC.

S/n	Statement	Measurement	Freq.	Percent	Valid %	Cum.%
1	Gender issue made you to leave the college.	Agree	4	8.9	8.9	8.9
		Disagree	41	91.1	91.1	100.0
		Total	45	100.0	100.0	-
2	The salary you were getting compensated your work load.	SA	0	-	-	-
		Agree	0	-	-	-
		DA	12	26.7	26.7	26.7
		SD	33	73.3	73.3	100.0
		Total	45	100.0	100.0	-

3	You left EPUC because of other job you got.	SA	9	20.0	20.0	20.0
		Agree	8	17.8	17.8	37.8
		Neutral	2	4.4	4.4	42.2
		DA	19	42.2	42.2	84.4
		SD	7	15.6	15.6	100.0
		Total	45	100.0	100.0	-
4	There was no good relationship between managers & employees.	SA	12	26.7	26.7	26.7
		Agree	31	68.9	68.9	95.6
		Neutral	1	2.2	2.2	97.8
		DA	1	2.2	2.2	100.0
		Total	45	100.0	100.0	-
5	Disciplinary measures of EPUC were not properly laid down	SA	36	80.0	80.0	80.0
		Agree	7	15.6	15.6	95.6
		Neutral	1	2.2	2.2	97.8
		DA	1	2.2	2.2	100.0
		Total	45	100.0	100.0	-
6	EPUC working environment had an impact on your resignation	SA	36	80.0	80.0	80.0
		Agree	8	17.8	17.8	97.8
		SD	1	2.2	2.2	100.0
		Total	45	100.0	100.0	-
7	Employees at EPUC were treated unfairly	SA	40	88.9	88.9	88.9
		Agree	5	11.1	11.1	100.0
		Total	45	100.0	100.0	-
8	You were allowed to participate in the decision making process	DA	19	42.2	42.2	42.2
		SD	26	57.8	57.8	100.0
		Total	45	100.0	100.0	-
9	promotion, transfer procedures, qualification & work experience were fairly considered	DA	14	31.1	31.1	31.1
		SD	31	68.9	68.9	100.0
		Total	45	100.0	100.0	-
10	social relation between employees was poor	SA	20	44.4	44.4	44.4
		Agree	22	48.9	48.9	93.3
		DA	3	6.7	6.7	100.0
		Total	45	100.0	100.0	-
11	Do you think that employee turnover incur additional cost on training and recruitment process & have impact on EPUC?	Yes	45	100.0	100.0	100.0
		No	0	-	-	100.0
		Total	45	100.0	100.0	-

Table 4.5 above Statement 1 summarizes does gender issue made to leave the organization? 57.8% of ex-employees responded that they are strongly disagreeing and 33.3% disagree on the statement only 6.7 % Agree and 2.2 % strongly agree on it. And the extent of former employee's

agreement or disagreement indicates, most of former employees do not left the organization due to gender issue. As shown in the table 4.5above Statement 2 respondents those terminated from the organization in a different period of time were requested either salary compensated their work load or not 73.3 % of the respondents were strongly disagree and 26.7 % of the respondents were disagree with the statement. The aggregate result shows that 100 % of ex- employees“ respondent claimed that they are not satisfied with the salary they were getting for their work load. It is common that, when employees are feeling not receiving good payment and compensation according to their work load they may decide to quit their job. Therefore, the collage should adjust their salaries and other payments as soon as possible to motivate and retain its qualified and experienced employees

Table 4.5 above Statement 3 asked ex-employees, did you left EPUC because of other job you got? 20% respondents strongly agreed, 17.8% agreed, 4.4% neutral, 42.2% disagree and 15.6% strongly disagree on the statement. Most of ex-employees 57.8% responded they are disagree on the statement. Therefore we can conclude that getting other job only do not motivate employees to leave.

However, respondents“ perception for statement 4 of the above Table, about 68,9% of respondents were agree that there was no good relationship between the manager and other employees 26.7% of the respondents strongly agreed that there was no good relationship. 2.2 % disagree on the statement and 2.2 % neutral. From this it is possible to say that there is no good relationship between the managers and employees in EPUC which causes for employee turnover.

As Statement 5 of the same table when asked extent of agree or disagree level of ex-employees for Disciplinary measures of EPUC were not properly laid down 80% of ex-employees responded strongly agree for inappropriate disciplinary measures laid down, 15.6% agree as disciplinary measures were not also properly laid down, other 2.2% and 2.2% responded as they are neutral and disagree for inappropriate disciplinary measures laid down. Based on the data most ex-employees of the organization strongly agree in unfairness of disciplinary measurement of the organization while they were working at EPUC. However, most of ex-employees of the organization feel that the organization is not treating employees of the organization fairly. This could directly affect employees not to stay in the organization. Therefore, inappropriate disciplinary measures laid down, has influence on employee turnover at Ethiopian police university collage.

As can be observed from Statement 6 of table 4.5above, the respondents were asked to express their level of agreement with the statement. In view of that, as can be observed from the response, 36(80%) strongly agreed, 8(17.8%) agreed, and 1(2.2%) strongly disagreed to the statement on EPUC working environment had an impact on their resignation. Decisively, to a

larger extent, it can be said that the majority of the respondents, 44(97.8%), are not satisfied by the overall work environment of EPUC. Therefore, to retain the current qualified and experienced employee the collage look in the internal environment that dissatisfy them and corrective action should be taken to reduce employees resigning .

As can be seen from Statement (7) of table 4.5 above regarding the feeling of the ex-employees on the Employees at EPUC were treated unfairly 40(88.9%) of the respondent strongly agree that they were unfairly treated and 5(11.1%) of the respondent agree that they were unfairly treated by the collage. To a large extent, 45(100%) of the respondent confirmed that the collage was unfair in general and treat employee unfairly. The collage should investigate the overall environment and set corrective measures to keep its professional police employees from leaving.

Table 4.5 above Statement 8 Regarding participation in decision making, about 58.8% of respondents strongly disagree and 42.2% of respondents disagree with the statement. From this it is possible to conclude that managers in EPUC do not encourage the employees to participate in decision making process of the collage.

Table 4.5 above Statement 9 despite the fact that, respondents reflect their responses for the promotion; transfer procedures, qualification & work experience were fairly considered. Reflect as (68.9%) strongly disagreed to the statement, and (31.1%) disagreed. This implies that all of the respondent feels that their job was not has good promotion and employees have not the ability to grow in their job. This will be potential sources for skilled employee's turnover. Besides, when employees are put in one place for long time without promotion possibly will leads them to the feeling that the job does not have good promotions and finally chooses to quit the job. So, from the respondents' feedback, it can be said that employees are not rewarded and considered fairly with better promotions, transfer procedures, qualification and work experience based on their actual performance. Thus, employees, especially, who work more and better should be rewarded and should provide promotion, otherwise employees will think to quit their job and turnover rate of the collage will increase and in parallel the collage loses its hard workers.

Table 4.5 above Statement 10 summarizes ex-employees response about social relationship of employees 44.4%responded strongly agree, 48.9%agree and 6.7%neutralrespectively for poor social relationship in the organization before they left the organization. So, one can generalize or conclude that, there was poor social relationship between employees of the organization.

Table 4.5 above Statement 11 asked ex-employees, do you think that employee turnover incur additional cost on training and recruitment process & have impact on the productivity of EPUC? 100% of respondents said yes turnover causes reduction in consistency of providing service and delays in the delivery of services to customers may occur. It also affects the satisfaction of internal and external customers. Consequently, management and other staff members of the

collage spend valuable money, force and time not doing their job but trying to train and orientate the replacement staff.

4.7. Frequency Distribution of current employees of EPUC.

Table 4.6:- Profile of current employees of EPUC.

S/n	Item	Measurement	Frequency	Percent	Valid %	Cumulative %
1	Sex	Male (1)	86	77.5	77.5	77.5
		Female (2)	25	22.5	22.5	100.0
		Total	111	100.0	100.0	-
2	Age	Less than 25	13	11.7	11.7	11.7
		26-35	63	56.8	56.8	68.5
		36-45	18	16.2	16.2	84.7
		46-55	6	5.4	5.4	90.1
		56-65	11	9.9	9.9	100.0
		Total	111	100.0	100.0	-
3	Educational Qualification	10+1complete	13	11.7	11.7	11.7
		10+2 complete	6	5.4	5.4	17.1
		Diploma holder	22	19.8	19.8	36.9
		first degree	48	43.2	43.2	80.2
		second degree (masters)	22	19.8	19.8	100.0
		Total	111	100.0	100.0	-

		Total	111	100.0	100.0	-
4	Service Year	Less than a year	3	2.7	2.7	2.7
		1-2 years	19	17.1	17.1	19.8
		3-5 years	28	25.2	25.2	45.0
		6-7 years	17	15.3	15.3	60.4
		8-10 years	20	18.0	18.0	78.4
		above 10 years	24	21.6	21.6	100.0
		Total	111	100.0	100.0	-
5	Marital Status	married	41	36.9	36.9	36.9
		single	70	63.1	63.1	100.0
		Total	111	100.0	100.0	-

Source: Research Questionnaire, 2016

Table 4.6 indicates about sex status of EPUC, 86 (77.5%) of current employees are males and 25(22.5%) are females. Based on the information, majority of respondents of current employees working at EPUC are males than female. The descriptive statistics result of mean value 1.23 which is near to one also supports the analysis that majority of respondents are male.

Item 2 of the table indicates age distribution of the respondents of EPUC among current employees 63 (56.8%) are 26-35 years, 13 (11.7%) less than 25 years, 18 (16.2%) 36-45 years, 6 (5.4%) 46-55 years and 11(9.9%) 56-65 years. As the result the greatest number, 56.8 % of the respondents are in their 26 to 35 age group. There are no respondents more than 65 years old. Therefore, almost 84.7% of current employees at the organizations are less than age group of 45 years. So, the majority of respondents of current employees are young, mature and energetic enough professionals.

As item 3 of the table is concerning the educational qualification of the respondents who are currently working at EPUC. Accordingly, the largest numbers of the respondents 48(43.2%) are first degree holders followed by second degree (masters) holders 22(19.8%) % and diploma holders 22(19.8%) whereas 13(11.7%) 10+1 complete, and only 6(5.4%) of the respondents have 10 + 2 complete. There are no respondents who are PhD holders.

Item 4 of the table is regarding the service years of the respondents in the organizations. It indicates that 3(2.70 %) of respondents have been working in the organizations for less than years, 19(17.1) % for 1 to 2 years, 28(25.2) % for 3 to 5 years, 17(15.3%) for 6 to 7 years, 20 (18 %) for 8 to 10 years, and 24(21.6%) have been working for more than 10 years. Therefore, the majority of the respondents (80.1%) have been working for more than three 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.

As indicated in table 4.6 item 5 above summarizes concerning about material status of respondents 70 (63.1%) of respondents working currently at Ethiopian police university collage are single whereas 41(36.9%) are married. So, it can be possible to generalize based on their response obtained employees of the organization are mostly single. Thus, 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. But being single at EPUC may cause mobility of professional employees and single employees are not stable to stay in the organization than married employees.

Table 4.7:- View of Respondents about Employee Turnover in their Organizations

S/n	Items	Responses	Freq.	percent	Valid %	Com.%
1	Do you feel that there is employee turnover in your organization?	Yes	110	99.1	99.1	99.1
		No	1	0.9	0.9	100.0
		Total	111	100.0	100.0	-
2	How do you rate employee turnover in your organization?	very high	30	27.0	27.0	27.0
		High	72	64.9	64.9	91.9
		Low	8	7.2	7.2	99.1

		very low	1	.9	.9	100.0
		Total	111	100.0	100.0	-
3	Are you satisfied with your involvement in decision making?	Yes	25	22.5	22.5	22.5
		No	86	77.5	77.5	100.0
		Total	111	100.0	100.0	-
4	If you have better job opportunity with other organization, do you stay in this organization?	Yes	31	27.9	27.9	27.9
		No	80	72.1	72.1	100.0
		Total	111	100.0	100.0	-
5	Did the work skill you have match the work skill you needed to accomplish your job?	much high	33	29.7	29.7	29.7
		a bit higher	32	28.8	28.8	58.6
		about the same	30	27.0	27.0	85.6
		a bit lower	7	6.3	6.3	91.9
		much lower	3	2.7	2.7	94.6
		Not equivalent with job	6	5.4	5.4	100.0
		Total	111	100.0	100.0	-
6	Do you satisfied with the amount of salary paid by your organization?	very satisfied	3	2.7	2.7	2.7
		satisfied	24	21.6	21.6	24.3
		dissatisfied	43	38.7	38.7	63.1
		very dissatisfied	41	36.9	36.9	100.0
		Total	111	100.0	100.0	-
7	Do you believe employee turnover is the major factor affecting overall achievement & growth of the organization?	Yes	103	92.8	92.8	92.8
		No	8	7.2	7.2	100.0
		Total	111	100.0	100.0	-

As indicated in the Table 4.7 above under item 1, employees were asked whether they feel that there is employee turnover in their organizations. In view of that, 110 (99.1%) of the respondents almost 100% replied that they feel the existence of employee turnover in their organization, while the rest 1(0.9%) of the respondents were not feeling about the existence of employee turnover in their organizations. Based on the respondents answer, we can conclude that the organizations are facing employee turnover.

Table 4.7 above Item 2 indicates about the rate of employee turnover in their organization. As the result, 72 (64.9%) of the respondents responded that there is high rate of employee turnover in their organizations whereas 30 (27%) replied that there is very high rate of employee turnover. but, 8 (7.2%) and 1(0.9%) of the respondents replied that there is low and very low employee turnover in their organizations respectively. Therefore, 91.9% of the respondents believe that the organizations are facing high rate of employee turnover.

In item 3 of Table 4.7, respondents asked whether they are satisfied with the amount of their involvement in decision making of the organization or not. The majority 86 (77.5%) of respondents are not satisfied with the amount of participation they have in the organizational decision making. Whereas 25 (22.5%) respondents satisfied with the amount of participation they have in their organizational decision making. Based on the respondents' response, we can generalize that the organization is exercising centralized decision making philosophy. But allowing employees to 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

As item 4 of the table above, 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 80 (72.1%) of them replied that they do not want to stay in their present organization whereas only 31 (27.9%) of respondents have a willingness to continue with the organization. From this information we can concluded that more than half 72.1% of the professional employees of the organization have no willingness to stay in the organization if they have to get better job opportunities outside their current organization.

Table 4.7item 5, current employees were asked to what extent their skills match with the skill needed to accomplish their job (task) in the organization. Accordingly, 33 (29.7 %) of the respondents responded that their skills is much higher than the skill needed to perform the job, 32 (28.8) % were replied that a bit higher, 30 (27 %) responded that about the same, 7 (6.3%) responded that a bit lower, 3 (2.7%) replied that much lower and 6 (5.4%) replied the skill they possess is not equivalent to the skill needed to accomplish the tasks of the organizations. This indicates majority employees of the organization are working in the positions that do not match

with their skill and knowledge and there is a mismatch between the employees' skill and the organizations' job. Therefore this mismatch between persons' skill and organizations' job may result in employees' job dissatisfaction and performing below expectation which further cause employee turnover.

In relation to table 4.7, item 6, respondents are asked about their level of satisfaction with the amount of salary paid (compensations) by the organization. As the result, 43 (38.7%) of the respondents are dissatisfied, 41(36.9%) are very dissatisfied with the payment. On the other hand, 24 (21.8%) of the respondents are satisfied and the rest 3 (2.7%) of respondents are very satisfied with the compensation they paid. This information indicates that the majority of the respondents (97.4%) are not satisfied with the current salary 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 better salary (compensation) system.

Regarding item 7 of table 4.7 respondents asked, do you believe employee turnover is the major factor affecting overall achievement & growth of the organization? About 103 (92.8%) of respondents replied yes only 8(7.2%) say no. Majority of respondents claimed that employee turnover is the major factor affecting overall achievement & growth of the organization.

Table 4.8:-Response of current Employees about Job Satisfaction

S/n	Items	Responses	Freq.	percent	Valid %	Com.%
1	Do you satisfied with your current job?	agree	19	17.1	17.1	17.1
		Neutral	8	8.1	8.1	25.2
		Disagree	84	74.7	74.7	100.0
		Total	111	100.0	100.0	-
2	Are you interested with your current job?	strongly agree	6	5.4	5.4	5.4
		Agree	16	14.4	14.4	19.8
		Neutral	4	3.6	3.6	23.4
		Disagree	52	46.8	46.8	70.3
		strongly disagree	33	29.7	29.7	100.0
		Total	111	100.0	100.0	-

3	Does your job respected by others?	strongly agree	7	6.3	6.3	6.3
		Agree	3	2.7	2.7	9.0
		Neutral	10	9.0	9.0	18.0
		Disagree	43	38.7	38.7	56.8
		strongly disagree	48	43.2	43.2	100.0
		Total	111	100.0	100.0	-
4	Does your job give a sense of achievement?	strongly agree	2	1.8	1.8	1.8
		Agree	7	6.3	6.3	8.1
		Neutral	9	8.1	8.1	16.2
		Disagree	64	57.7	57.7	73.9
		strongly disagree	29	26.1	26.1	100.0
		Total	111	100.0	100.0	-
5	Are you eager to your job?	strongly agree	9	8.1	8.1	8.1
		Agree	27	24.3	24.3	32.4
		Neutral	18	16.2	16.2	48.6
		Disagree	31	27.9	27.9	76.6
		strongly disagree	26	23.4	23.4	100.0
		Total	111	100.0	100.0	-
6	Does your present job give responsibility?	strongly agree	15	13.5	13.5	13.5
		Agree	35	31.5	31.5	45.0
		Neutral	15	14.4	14.4	59.5
		Disagree	19	17.1	17.1	76.6
		strongly disagree	26	23.4	23.4	100.0

		Total	111	100.0	100.0	-

As table 4.8 above item 1 summarizes satisfaction of respondents with their current job, 52 (45.9%) of the respondents disagree and 32 (28.8%) are strongly disagree on the statement. Whereas, 17 (15.3%) are agree, 2(1.8%) are strongly agree and 9 (8.1%) are neutral on the issue. Therefore, more than half of the respondents (74.7%) are not satisfied in their current job. This leads employees to think about quitting their job.

As shown in item 2 of the above table, respondents replied on their interest with their current job 52(46.8 %) of the respondents are disagree and 33 (29.7%) strongly disagree in their current job. Only 16(14.4%) agree and 6(5.4%) strongly agree on the statement. whereas 4(3.6%) were neutral to response. Based on the respondents' response, one can recognize the majority of the employees are not interested in their job at Ethiopian police university collage.

Table 4.8 item 3 above asked respondents does your job respected by others? 48 (43.2%) strongly disagree and 43 (38.7%) of the respondents are disagree about their current job is respected by others. However, 3 (2.7 %) agree, 7(6.3%) strongly agree and 10 (9%)of the respondents are neutral.

Item 4 of the table, 64(57.7%)of the respondents are strongly disagree and 29(26.1%) of the respondents disagree on their job give a sense of achievement. Only 2(1.8%) strongly agree and 7(6.3%) agree on the statement. But 9(8.1%) respondents are neutral about the statement. Based on the response, we can conclude that employees at EPUC are think that their job don't give a sense of achievement. This leads employees to think leave the organization.

Item 5 of the table, respondents asked about their eagerness for the job 27 (24.7%) of the respondents are agree and 9(8.1%) strongly agree that most of the days they are eager about their job. On the contrary, 31(27.9%) of the respondents are disagree and 26(23.4%) strongly disagree that most of the days they are not eager for their job. And 18(16.2%) of the respondents are neutral. More than half of the respondents (51.3%) replied that they are not eager for their job.

Item 6 of the table asked respondents does your job give responsibility. 15(13.5%)of the respondents are strongly agree and 35(31.5%) are agree their job gives more responsibility. On the other hand, 19(17.1%) disagree and 26(23.4%) strongly disagree on the statement whereas 15(14.4%) neutral. Therefore, half of respondents responded that their job gives more responsibility.

Table 4.9:- Response of current employees about Pay and Benefit (compensation)

S/n	Items	Responses	Freq.	percent	Valid %	Com.%
1	Pay is adequate for normal payment	strongly agree	1	0.9	0.9	0.9
		Agree	11	9.9	9.9	10.8
		Disagree	55	49.5	49.5	60.4
		strongly disagree	44	39.6	39.6	100.0
		Total	111	100.0	100.0	-
2	Are you satisfied by your payment?	strongly agree	1	0.9	0.9	0.9
		Agree	12	10.8	10.8	11.7
		Disagree	40	36.0	36.0	47.7
		strongly disagree	58	52.3	52.3	100.0
		Total	111	100.0	100.0	-
3	Payment is sufficient for my living expenses	Agree	3	2.7	2.7	2.7
		Disagree	48	43.2	43.2	45.9
		strongly disagree	60	54.1	54.1	100.0
		Total	111	100.0	100.0	-
4	Are you paid according to your work experience?	strongly agree	1	0.9	0.9	0.9
		Agree	9	8.1	8.1	9.0
		Neutral	2	1.8	1.8	10.8

		Disagree	50	45.0	45.0	55.9
		strongly disagree	49	44.1	44.1	100.0
		Total	111	100.0	100.0	-
5	Does pay increase depend on your performance?	strongly agree	2	1.8	1.8	1.8
		Agree	6	5.4	5.4	7.2
		Disagree	53	47.7	47.7	55.0
		strongly disagree	50	45.0	45.0	100.0
		Total	111	100.0	100.0	-
6	Pay is equal to the work done	strongly agree	1	0.9	0.9	0.9
		Agree	2	1.8	1.8	2.7
		Disagree	33	29.7	29.7	32.4
		strongly disagree	75	67.6	67.6	100.0
		Total	111	100.0	100.0	-

Table 4.9 shows the summary to what extent respondents agree or disagree about compensation (Pay and Benefit) in the organization.

As shown in item 1 of the above table, 55(49.5%) of respondents disagree for the statement that pay is adequate for normal payment and 44(39.6%) of respondents are strongly disagree .only 1(0.9%) strongly agree and 11(9.9%) agreed that their pay is adequate for normal payment. From this 89.1% of respondents think that their payment is not adequate for normal payment. However pay is not the only reason for satisfaction or dissatisfaction, it should be noted that employees’ perception of the level of payment they receive in return for their contribution is extremely important to the success of the organization and it developed causes for employee turnover.

Item 2 of the table revealed 58(52.3%) of the respondents strongly disagree and 40(36%) of the respondents disagree regarding their satisfaction with their payment. On the other hand,

12(10.8%) agree and 1(0.9%) are strongly agree. Therefore, majority of respondents (88.3%) are not satisfied with the payment they received. This motivates employees to search other options and to quit the organization.

Item 3 of the table indicates 60(54.1%) of the respondents strongly disagree and 48(43.2%) of the respondents are disagree about their payment is sufficient for their living expenses. But 3(2.7%) of the respondents agreed that their payment is sufficient for their living expenses. Therefore, 97.3 % of the respondents are replied their payment is not sufficient for their living expenses.

As indicated in item 4 of the table, 50(45%) of the respondents disagree and 49(44.1%) of the respondents strongly disagree they paid according to their working experience. However, 9(8.1%) agree and 1(0.9%) are strongly agree whereas 2(1.8%) are neutral about the question. Based on respondents response Ethiopian police university collage do not paid according to employees working experience.

Item 5 of the table shows 53(47.7%) disagree and 50(45 of the respondents strongly disagree about their payment is increases depends on their performance result. But 6(5.4%) agree and 1(0.9%) strongly agree that their payment is increases depends on their performance result.

Item 6 of the table also indicates 75(67.6%) of the respondents strongly disagree and 33(29.7%) disagree regarding their payment is paid equal to the work done. but only 2(1.8%) agree and 1(0.9%) strongly agree on the statement. Therefore, almost all of the respondents (97.3%) replied that payment is not paid equal to the work done at Ethiopian police university collage.

Table 4.10:- Response of current employees about supervision (leadership style)

S/n	Items	Responses	Freq.	Percent	Valid %	Com.%
1	My boss always ask suggestion from me	strongly agree	8	7.2	7.2	7.2
		Agree	34	30.6	30.6	37.8
		Neutral	13	11.7	11.7	49.5
		Disagree	38	34.2	34.2	83.8

		strongly disagree	18	16.2	16.2	100.0
		Total	111	100.0	100.0	-
2	My boss is a responsible person	strongly agree	11	9.9	9.9	9.9
		Agree	33	29.7	29.7	39.6
		Neutral	6	5.4	5.4	45.0
		Disagree	35	31.5	31.5	76.6
		strongly disagree	26	23.4	23.4	100.0
		Total	111	100.0	100.0	-
3	My boss admires good work	strongly agree	6	5.4	5.4	5.4
		Agree	25	22.5	22.5	27.9
		Neutral	9	8.1	8.1	36.0
		Disagree	55	49.5	49.5	85.6
		strongly disagree	16	14.4	14.4	100.0
		Total	111	100.0	100.0	-
4	My boss is influential person to shape me	strongly agree	5	4.5	4.5	4.5
		Agree	19	17.1	17.1	21.6
		Neutral	1	0.9	0.9	22.5
		Disagree	52	46.8	46.8	69.4
		strongly disagree	34	30.6	30.6	100.0
		Total	111	100.0	100.0	-
5	My boss give enough supervision to me	strongly agree	4	3.6	3.6	3.6
		Agree	24	21.6	21.6	25.2
		Neutral	7	6.3	6.3	31.5

		Disagree	43	38.7	38.7	70.3
		strongly disagree	33	29.7	29.7	100.0
		Total	111	100.0	100.0	-
6	My boss understand the nature of my work	strongly agree	3	2.7	2.7	2.7
		Agree	51	45.9	45.9	48.6
		Neutral	5	4.5	4.5	53.2
		Disagree	26	23.4	23.4	76.6
		strongly disagree	26	23.4	23.4	100.0
		Total	111	100.0	100.0	-
7	My boss always ready to assist me	strongly agree	6	5.4	5.4	5.4
		Agree	29	26.1	26.1	31.5
		Neutral	8	7.2	7.2	38.7
		Disagree	45	40.5	40.5	79.3
		strongly disagree	23	20.7	20.7	100.0
		Total	111	100.0	100.0	-

Table 4.10above asks respondents their level of agreement and disagreement about the supervision style of their boss.

Based on Item 1of the table 4.10 above 34(30.6%) of the respondents agree and 8(7.2%) of the respondents strongly agree their supervisor asks suggestion from them. However, 38(34.2%) disagree and 18(16.2) % strongly disagree their supervisor do not asks suggestion from them whereas 13(11.7) % are neutral. Therefore, half of respondents (50.4%) answered that their boss doesn't ask suggestion from them.

Item 2 of the table indicates 33(29.7%) of the respondents agree and 11(9.9%) strongly agree their supervisor is a responsible person. On the other hand, 35(31.5%) of the respondents disagree and 26(23.4%) strongly disagree on the statement while 6(5.4%) of them neutral about the issue.

Item 3 of the table also shows 25(22.5%) of the respondents are agree and 6(5.4%) strongly agree their supervisor admires good works. But, 55(49.5%) disagree and 16(14.4%) strongly disagree while 9(8.1%) are neutral on the statement.

As item 4 of the table 4.10 indicates 52(46.8%) of the respondents are disagree and 34(30.6%) of the respondents strongly disagree their supervisor is influential person to shape them. In contrast, 19(17.1%) agree and 5(4.5%) strongly agree while 1(0.9%) neutral regarding their supervisor is influential person to shape them.

Furthermore, item 5 of the above table reveals 43(38.7%) of the respondents disagree and 33(29.7%) of the respondents strongly disagree their supervisor gives enough supervision for them. On the other hand, 24(21.6%) agree and 4(3.6%) strongly agree whereas 7(6.3%) neutral about the issue. Overall, most of the respondents (68.7%) think that their supervisor does not give enough supervision. Therefore, one can conclude when employees do not keep them well informed on work issues by their supervisor they become discouraged and loss sense of belongingness on their job. Thus, this will be the sources for dissatisfaction and in turn it will be the cause for turnover.

Moreover, item 6 of the table indicates 51(45.9%) of the respondents agreed and 3(2.7%) of the respondents strongly agree their supervisor understand the nature of their work. On the other hand, 26(23.4%) disagree and 26(23.4%) strongly disagree their supervisor understand the nature of their work while 5(4.5%) neutral about the question.

Likewise, item 7 of the table shows 45(40.5%) of the respondents disagree and 23(20.7%) of the respondents strongly disagree their supervisor is always ready to provide assistance for them. In contrast, 29(26.1%) agrees and 6(5.4%) strongly agrees their supervisor is always ready to provide assistance while 8(7.2%) neutral concerning the question. The overall analysis states that

majority of the respondents responded that supervision (leadership style) is not good enough for employees at Ethiopian police university collage and these situation causes employees turnover.

Table 4.11:- Response of current employees on promotional opportunity

S/n	Items	Responses	Fre q.	percent	Valid%	Com.%
1	promotion in my organization is quite good	Agree	7	6.3	6.3	6.3
		Neutral	2	1.8	1.8	8.1
		Disagree	48	43.2	43.2	51.4
		strongly disagree	54	48.6	48.6	100.0
		Total	111	100.0	100.0	-
2	promotion is based on performance result	strongly agree	1	0.9	0.9	0.9
		Agree	7	6.3	6.3	7.2
		Neutral	5	4.5	4.5	11.7
		Disagree	42	37.8	37.8	49.5
		strongly disagree	56	50.5	50.5	100.0
		Total	111	100.0	100.0	-
3	Promotion in my organization is frequent (common).	Agree	7	6.3	6.3	6.3
		Neutral	2	1.8	1.8	8.1
		Disagree	48	43.2	43.2	51.4
		strongly disagree	54	48.6	48.6	100.0
		Total	111	100.0	100.0	-
4	promotion in my organization is ordered	strongly agree	1	0.9	0.9	0.9
		Agree	7	6.3	6.3	7.2
		Neutral	5	4.5	4.5	11.7
		Disagree	42	37.8	37.8	49.5
		strongly disagree	56	50.5	50.5	100.0
		Total	111	100.0	100.0	
5	Chance of promotion in my organization is fair.	Agree	3	2.7	2.7	2.7
		Neutral	8	7.2	7.2	9.9

		Disagree	20	18.0	18.0	27.9
		strongly disagree	80	72.1	72.1	100.0
		Total	111	100.0	100.0	-
6	promotion is depend on the length of service	strongly agree	2	1.8	1.8	1.8
		Agree	14	12.6	12.6	14.4
		Neutral	11	9.9	9.9	24.3
		Disagree	47	42.3	42.3	66.7
		strongly disagree	37	33.3	33.3	100.0
		Total	111	100.0	100.0	-

Table 4.11 shows the summary of the level of respondents agree or disagree about promotion at their organizations. From table 4.6 item 1, 54(48.6%) of the respondents strongly disagreed and 48(43.2%) of the respondents disagreed. On the other hand 7(6.3%) of the respondents are agreed and 2(1.8%) are neutral for the statement. Therefore, the largest parts of the respondents (91.8%) are thinking that promotion in Ethiopian police university collage is not quite good. Lack of opportunity for promotion (advancement or growth) can cause a high turnover rate for any organization. Besides, when employees are put in one place for long time without promotion possibly will leads them to the feeling that the collage does not have good promotions and finally chooses to quit the university collage.

Item 2 With regard to respondents' level of agree or disagree for performance result as a base of promotion, 56(50.5%) of respondents are strongly disagree and 42(37.8%) are disagree for the university collage is promoting the employees based on performance result, but 7(6.3%) of respondents agreed, 1(0.9%) strongly agreed and 5(4.5%) neutral for promotion in the organization is based on performance result. Most of the respondents are disagree that promotion in the university collage is not based on performance result.

Item 3 of the table pointed to 54(48.6%) strongly disagree and 48(43.2%) of the respondents disagree about promotion in their organizations is frequent (common). On the other hand, 7(6.3%) agree while 2(1.8%) neutral for the issue.

Item 4 of the table displays 56(50.5%) strongly disagree and 42(37.8%) of the respondents disagree that promotion in their organization is regular (ordered). However, 7(6.3%) agree and 1(0.9%) strongly agree while 5(4.5%) neutral about the issue.

Item 5 of the above table indicated that, 80(72.1%) of respondents are strongly disagree and 20(18%) disagree with the statement that chance of promotion in the organization is fair. The result indicates that the university collage is not fairly treating all employees on equal basis this causes employees to leave the organization.

Based on item 6 of the above table respondents are asked to rate promotion is depend on the length of service. However, 47(42.3%) of respondents are disagreed and 37(33.3) of respondents strongly disagreed. While 14(12.6%) agreed, 2(1.8%) strongly agreed and 11(9.9%) are neutral regarding the question. Based on the respondents'' response, one can conclude that promotion is not depending on the length of service and employees are not interested in the university collage promotion procedures.

Table 4.12:- Response of current employees on job scope (assignment)

S/n	Items	Responses	Freq.	percent	Valid%	Com.%
1	There is good fit between my current job & my profession	strongly Agree	7	6.3	6.3	6.3
		Agree	19	17.1	17.1	23.4
		Neutral	7	6.3	6.3	29.7
		Disagree	55	49.5	49.5	79.3
		strongly disagree	23	20.7	20.7	100.0
		Total	111	100.0	100.0	-
2	I am happy with my job	strongly agree	3	2.7	2.7	2.7
		Agree	7	6.3	6.3	9.0
		Neutral	1	0.9	0.9	9.9
		Disagree	49	44.1	44.1	54.1
		strongly disagree	51	45.9	45.9	100.0
		Total	111	100.0	100.0	-
3	Enough autonomy is allowed in	strongly agree	2	1.8	1.8	1.8

	my job	Agree	12	10.8	10.8	12.6
		Neutral	10	9.0	9.0	21.6
		Disagree	58	52.3	52.3	73.9
		strongly disagree	29	26.1	26.1	100.0
		Total	111	100.0	100.0	-
4	I am working less than my capacity	strongly agree	40	36.0	36.0	36.0
		Agree	28	25.2	25.2	61.3
		Neutral	5	4.5	4.5	65.8
		Disagree	29	26.1	26.1	91.9
		strongly disagree	9	8.1	8.1	100.0
		Total	111	100.0	100.0	-
5	I am assigned according to my specialty	strongly Agree	5	4.5	4.5	4.5
		Agree	26	23.4	23.4	27.9
		Neutral	1	0.9	0.9	28.8
		Disagree	47	38.7	38.7	67.6
		strongly disagree	36	32.4	32.4	100.0
		Total	111	100.0	100.0	-
6	The amount of workload in my current job is reasonable	strongly agree	5	4.5	4.5	4.5
		Agree	13	11.7	11.7	16.2
		Neutral	4	3.6	3.6	19.8
		Disagree	57	51.4	51.4	71.2
		strongly disagree	32	28.8	28.8	100.0
		Total	111	100.0	100.0	-
7	The workload is divided equally among all members	strongly agree	2	1.8	1.8	1.8
		Agree	8	7.2	7.2	9.0
		Disagree	31	27.9	27.9	36.9
		strongly disagree	70	63.1	63.1	100.0
		Total	111	100.0	100.0	-
8	I am rewarded with better appraisal rates & grade	strongly agree	5	4.5	4.5	4.5
		Agree	3	2.7	2.7	7.2

promotion	Neutral	3	2.7	2.7	9.9
	Disagree	54	48.6	48.6	58.6
	strongly disagree	46	41.4	41.4	100.0
	Total	111	100.0	100.0	-

Table 4.12 above 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, 55(49.5%) of the respondents disagree and 23(20.7%) of the respondents strongly are disagree. regarding there is good fit between their current job and their profession. However, 19(17.1%) agree and 7(6.3%) strongly agree whereas 7(6.3%) neutral about the issue.

Item 2 of the above table shows 51(45.9%) of the respondents are strongly disagree and 49(44.1%) disagree about their happiness with their job. On the other hand, 7(6.3%) of the respondents are agree and 3(2.7%) strongly agree and strongly disagree whereas 1(0.9%) neutral for the issue.

Item 3 of the table above shows that 58(52.3%) of the respondents are disagree and 29(26.1%) strongly disagree about enough autonomy is allowed them for their job. However, 12(10.8%) of the respondents are agree and 2(1.8%) strongly agree while 10(9%) neutral.

Item 4 of table 4.12 shows 40(36%) of the respondents are strongly agree and 28(25.2%) agree they are working less than their capacity. But, 29(26.1%) of the respondents are disagree and 9(8.1%) are strongly disagree while 5(4.5%) are neutral on the statement.

Item 5 of the table above also shows 47(38.7%) of the respondents are disagree and 36(32.4%) of the respondents strongly disagree about they were assigned according to their specialties to the work. On the other hand, 26(23.4%) of the respondents are agree and 5 (4.5%) strongly agree whereas 1(0.9%) neutral about the issue.

Item 6of the overall value indicates that 57(51.4 %) of the respondents are disagree and 32(28.8%) are strongly disagree about the amount of workload in their current job is reasonable. However, 13(11.7%) of the respondents are agree and 5 (4.5%) strongly agree that the workload in their current job is reasonable. while 4 (3.6%) neutral. Dissatisfaction with work load

reasonability allows to provide poor quality service and increase work stress and employees think to leave the university collage.

Item 7 of the above table is telling about equal distribution of work load among the workers was one of the questions forwarded for respondents of existing employees. Accordingly 70(63.1%) of respondents are strongly disagree with the statement, 31(27.9%) disagree, whereas 8(7.2%) are agree and 2(1.8%) are strongly agree with the statement. Therefor majority of the respondents (91%) argued that the work load is not equally divided among all employee of Ethiopian police university collage. Even though employees are dissatisfied with current work load as indicated on table 4.7 above, it was also shown that existing employees are disagree with equal distribution of the work load. In one way or another, work should be divided equally among the employees reasonably. This implies that the workload is not divided equally among all the organization members. Hence, it is affecting the level of employee performances and causes employee turnover.

Item 8 of table 4.12 show respondents response about employee who works more rewarded with better appraisal and promotion. The data collected from the respondents of existing employee as stated on the table above, show that,54 (48.6%) of respondents are disagree and 46(41.4%) are strongly disagree but 5(4.5%) strongly agree and 3(2.7%) agree with the statement while 3(2.7%) are neutral. The overall findings indicated that, majority of the respondents (90%) are disagree with the statement that employees who work more rewarded with better appraisal and promotion. So, from the respondents’ feedback, it can be said that employees are not rewarded with better appraisal rates and grade promotions based on their actual performance. Thus, employees, especially, who work more and better should be rewarded and should provide grade promotion, otherwise employee will quit their job and turnover rate of the university collage will increase.

Table 4.13:- Response of current employees on working environment

S/n	Items	Responses	Freq.	percent	Valid%	Com.%
1	Do you work under unclean	strongly Agree	35	31.5	31.5	31.5

	environment?	Agree	33	29.7	29.7	61.3
		Neutral	11	9.9	9.9	71.2
		Disagree	25	22.5	22.5	93.7
		strongly disagree	7	6.3	6.3	100.0
		Total	111	100.0	100.0	-
2	Are you working under instable environment?	strongly agree	41	36.9	36.9	36.9
		Agree	36	32.4	32.4	69.4
		Neutral	6	5.4	5.4	74.8
		Disagree	22	19.8	19.8	94.6
		strongly disagree	6	5.4	5.4	100.0
		Total	111	100.0	100.0	-
3	Do you working under inappropriate environment?	strongly agree	40	36.0	36.0	36.0
		Agree	42	37.8	37.8	73.9
		Neutral	7	6.3	6.3	80.2
		Disagree	18	16.2	16.2	96.4
		strongly disagree	4	3.6	3.6	100.0
		Total	111	100.0	100.0	-
4	Does your work environment initiating you to leave the organization?	strongly agree	73	65.8	65.8	65.8
		Agree	22	19.8	19.8	85.6
		Neutral	2	1.8	1.8	87.4
		Disagree	9	8.1	8.1	95.5
		strongly disagree	5	4.5	4.5	100.0
		Total	111	100.0	100.0	-

Source: Research Questionnaire, 2016

Table 4.13 shows the level of respondents agree or disagree about their working environment in their organizations.

Item 1 of table 4.13 shows that 35(31.5%) of respondents are strongly agree and 33(29.7%) are agree that they are working under the unclean environment. But, 25(22.5%) of respondents are disagree and 7(6.3%) are strongly disagree while 11(9.9%) are neutral.

Item 2 indicates 41(36.9%) of respondents are strongly agree and 36(32.4%) are agree they are working under instable environment. On the other hand, 22(19.8%) are disagree and 6(5.4%) are strongly disagree whereas 6(5.4%) are neutral about the issue.

Item 3 shows that 40(36%) % of respondents are strongly agree and 42(37.8%) are agree that they are working under inappropriate environment. However, 18(16.2%) of respondents are disagree and 6(5.4%) are strongly agree while 7(6.3%) are neutral about the issue.

Item 4 of table 4.12 shows that 73(65.8%) of respondents are strongly agree and 22(19.8%) are agree that the working environment of their organization is initiating them to leave. However, 9(8.1%) of respondents are disagree and 5(4.5%) are disagree whereas 2(1.8%) are neutral. Conclusively, to a larger extent, it can be said that the majority of the respondents are not satisfied by the overall work environment of Ethiopian police university collage. Based on the respondents' responses, one can conclude that working environment has influence on employee turnover at Ethiopian police university collage.

Table 4.14:- Response of current employees on social relationship

S/n	Items	Responses	Freq.	percent	Valid%	Com.%
1	Have you good relationship with your co-workers?	strongly Agree	31	27.9	27.9	27.9
		Agree	44	39.6	39.6	67.6
		Disagree	21	18.9	18.9	86.5
		strongly disagree	15	13.5	13.5	100.0
		Total	111	100.0	100.0	-
2	Do you regularly do things with co-worker?	strongly agree	19	17.1	17.1	17.1
		Agree	58	52.3	52.3	69.4
		Neutral	3	2.7	2.7	72.1
		Disagree	22	19.8	19.8	91.9

		strongly disagree	9	8.1	8.1	100.0
		Total	111	100.0	100.0	-
3	Do you always discuss personal problems with co-workers?	strongly agree	11	9.9	9.9	9.9
		Agree	31	27.9	27.9	37.8
		Neutral	2	1.8	1.8	39.6
		Disagree	31	27.9	27.9	67.6
		strongly disagree	36	32.4	32.4	100.0
		Total	111	100.0	100.0	-
4	Are you involved in peer group relations?	strongly agree	22	19.8	19.8	19.8
		Agree	58	52.3	52.3	72.1
		Neutral	5	4.5	4.5	76.6
		Disagree	19	17.1	17.1	93.7
		strongly disagree	7	6.3	6.3	100.0
		Total	111	100.0	100.0	-
5	Are you involved in the social network of the organization?	strongly Agree	15	13.5	13.5	13.5
		Agree	56	50.5	50.5	64.0
		Neutral	6	5.4	5.4	69.4
		Disagree	19	17.1	17.1	86.5
		strongly disagree	15	13.5	13.5	100.0
		Total	111	100.0	100.0	-

Source: Research Questionnaire, 2016

Table 4.14 above shows the level to respondents agree or disagree about their social 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.

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. Based on the responses, one can conclude that there is good relationship between employees and their supervisors at Ethiopian police university collage.

Table 4.15:- Response of current employees on turnover

S/n	Items	Responses	Freq.	percent	Valid%	Com.%
1	Do you plan to leave your current organization?	strongly Agree	38	34.2	34.2	34.2
		Agree	45	40.5	40.5	74.8
		Neutral	16	14.4	14.4	89.2
		Disagree	10	9.0	9.0	98.2
		strongly disagree	2	1.8	1.8	100.0
		Total	111	100.0	100.0	-
2	Will you look for a new job opportunity in the coming years?	strongly agree	58	52.3	52.3	52.3
		Agree	38	34.2	34.2	86.5
		Neutral	5	4.5	4.5	91.0
		Disagree	9	8.1	8.1	99.1
		strongly disagree	1	0.9	0.9	100.0

		Total	111	100.0	100.0	-
3	Will you leave present organization under any situation?	strongly agree	70	63.1	63.1	63.1
		Agree	27	24.3	24.3	87.4
		Neutral	8	7.2	7.2	94.6
		Disagree	5	4.5	4.5	99.1
		strongly disagree	1	0.9	0.9	100.0
		Total	111	100.0	100.0	-
4	Do you often think about quitting?	strongly agree	61	55.0	55.0	55.0
		Agree	40	36.0	36.0	91.0
		Neutral	5	4.5	4.5	95.5
		Disagree	6	5.4	4.5	100.0
		Total	111	100.0	100.0	-
5	Do situations in your organization motivate you to leave?	strongly Agree	83	74.8	74.8	74.8
		Agree	23	20.7	20.7	95.5
		Neutral	4	3.6	3.6	99.1
		Disagree	1	0.9	0.9	100.0
		Total	111	100.0	100.0	-

Source: Research Questionnaire, 2016

It is argued that dissatisfied employees because of salary, working conditions, mismanagement or any other reason can leave the organization. Table 4.15 above shows the levels of respondents agree or disagree about their intent of turnover.

As shown in table 4.15 of item (1) above, the respondents express their feelings on the statement; do you plan to leave your current organization? 38(34.2%) of respondents are strongly agree and 45(40.5%) are agree that they plan to leave their current organization. However, 10(9%) of respondents are disagree and 2(1.8%) are strongly disagree in that order while 16(14.4%) are neutral.

Item 2 of table 4.15 Respondents of current employee of Ethiopian Police University collage were asked their intention; will you look for a new job opportunity in the coming years? The data

gathered from the survey questionnaire indicated that 58(52.3%) of respondents are strongly agree and 38(34.2%) are agree that they will look for a new job opportunity in the coming years. But 9(8.1%) are disagree and 1(0.9%) are strongly disagree while 5(4.5%) are neutral.

Item 3 of the table displays 70(63.1%) of respondents are strongly agree and 27(24.3%) are agree they will leave their present organizations under any situations. However, 5(4.5%) are disagree and 1(0.9%) are strongly disagree whereas 8(7.2%) are neutral about the statement. This indicates that employees will leave the university collage under any situations. Thus, the intentions of the current employees to leave are high. Take in to account of this intentions of the employee to leave, the management of the university collage should work its assignment very well to decrease the potential leaver employees.

Item 4 of the table shows 61 (55%) of the respondents are strongly agree and 40 (36 %) are agree that they are often thinking for quitting. On the other hand, 6 (5.4%) of the respondents disagree while 5 (4.5%) 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 Ethiopian police university collage.

Finally Item 5 of the table indicates respondents of current employee of Ethiopian Police University collage were asked their intention; do situations in your organization motivate you to leave? 83(74.8%) of the respondents are strongly agree and 23(20.7%) are agree. Whereas 4 (3.6) of the respondents are neutral and 1 (0.9%) responded disagree about the issue. So, based on the respondents' response, it can be generalized that situations in EPUC motivate employees to leave the collage.

4.8. Relationship between Variables

Table 4.16: The Relationship between Job Satisfaction, Monetary reward (Compensation), Supervision (leadership) style, Promotion opportunity, Job scope (assignment), Working environment, social relationship and Employee Turnover.

No.	Variables	Pearson (r)	Level of Significance (p)
1	<i>Job satisfaction</i>	-0.277**	0.000
2	<i>Pay and Benefit(Compensation)</i>	-0.325**	0.001
3	<i>Supervision (Leadership) style</i>	-0.043	0.655
4	<i>Promotion opportunity</i>	-0.244*	0.010
5	<i>Job scope (Assignment)</i>	-0.160	0.094
6	<i>Working environment</i>	0.297**	0.002
7	<i>Social relationship</i>	-0.151	0.114

** Correlation is significant at the 0.01 level.

* Correlation is significant at the 0.05 level.

Source: Research Questionnaire, 2016

Table 4.16 shows the relationship between independent variables (job satisfaction, Pay and Benefit (Compensation), supervision (leadership) style, promotion opportunity, job scope (assignment), working environment, and social relationship) and dependent variable (Employee turnover).

Variable one (1) of table 4.16 shows there is a significant negative relationship between job satisfaction and employee turnover ($r=-0.277^{**}$, $p=0.000$). The correlation of $p = 0.000$, $p<0.01$ also indicates that job satisfaction has significant relationship with Employee turnover at significant level of $0.01(\alpha=0.01)$.

Table 4.16 of Variable two (2), shows the correlation analysis for Pay and Benefit (compensation) ($r=-0.325^{**}$, $p = 0.001$) the result shows that monetary reward (compensation) is significantly and negatively related to employee turnover for employees at EPUC. The

correlation of $p=0.001$, $p<0.01$ also indicates monetary reward has a significant relationship with employee turnover at significant level of 0.01 ($\alpha=0.01$). Thus, Pay and Benefit (Compensation) is one of the major causes of employee turnover at the organizations.

As indicated in the table above variable three (3), shows the correlation result ($r = -0.043$, $p=0.655$) shows there is an **insignificant** relationship between supervision and employee turnover. The p-value ($p= 0.655$) is also indicates there is no relationship between supervision style and employee turnover at significance level of 0.05 and 0.01.

Variable four (4) of the correlation analysis of above also shows that there is significant negative relationship between promotion opportunity and employee turnover ($r=-0.244^*$, $p=0.010$). The correlation of $p=0.010$, $p<0.05$ also indicates that promotion opportunity has significant relationship with turnover intention at significant level of 0.05 ($\alpha = 0.05$).

Variable five (5) of the above table, shows the correlation analysis for job scope (job assignment) ($r=-0.160$, $p=0.094$) shows there is an **insignificant** relationship between job scope and employee turnover. The correlation of $p= 0.094$, $p < 0.05$ also indicates that job scope or job assignment has low or no relationship with employee turnover at significant level of 0.01 ($\alpha=0.01$). Thus, job scope is not a predictor of employee turnover at the stated significant level i.e. at the significance level of 0.01 and 0.05.

Variable six (6) of the above table, displays the correlation result also shows that there is significant, positive relationship between working environment and employees turnover ($r=0.297^{**}$, $p=0.002$). The correlation of $p=0.002$, $p<0.01$ also shows working environment has relationship with employee turnover at significant level of 0.01 ($\alpha=0.01$).

Variable seven (7) of the table above also shows that the correlation analysis for social relationship ($r=-0.151$, $p=0.114$). The outcome shows there is an **insignificant** relationship between social relationship and employee turnover. The correlation of $p=0.114$, $p< 0.05$ also indicates that social relationship has low or no relationship with employee turnover at significant level of 0.05 ($\alpha=0.05$). Thus, social relationship is not a predictor of employee turnover at the stated significant level i.e. at the significance level of 0.01 and 0.05.

4.9. The Difference in Turnover Intention by Demographic factors

4.9.1. Difference in Turnover based on gender

Table 4.17 Results of ANOVA for difference in turnover by gender.

Turnover					
Subset for alpha = 0.05					
Source of Variance	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.003	1	0.003	0.289	0.592
Within Groups	0.988	109	0.009		
Total	0.991	110			

As shown in the Table 4.17, analysis of variance (ANOVA) performed with two groups of respondents concerning their gender corresponding to employee turnover. The result of ANOVA as indicated in the above table ($F = 0.289$, $p = 0.592$) demonstrates that there is no significant difference between the employee turnover among gender group of employees at Ethiopian police university collage. Accordingly, employee turnover is not depending on gender of the employees in the organizations at a significance level of 0.05.

4.9.2. Difference in Turnover based on Age

Table 4.18 Results of ANOVA for difference in turnover by age.

Turnover					
Subset for alpha = 0.05					
Source of Variance	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.007	4	0.002	0.185	0.946
Within Groups	0.984	106	0.009		
Total	0.991	110			

Source: Research Questionnaire, 2016

As shown in the Table 4.18, analysis of variance (ANOVA) performed with sex groups of respondents concerning their age corresponding to employee turnover. The result of ANOVA as indicated in the above table ($F = 0.185$, $p = 0.946$) demonstrates that there is no significant

difference between the turnover intention among different age group of employees at Ethiopian police university collage. 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.

4.9.3. Difference in Turnover based on Education qualification

Table 4.19 Results of ANOVA for difference in turnover by Education qualification.

Turnover					
Subset for alpha = 0.05					
Source of Variance	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.012	4	0.003	0.320	0.864
Within Groups	0.979	106	0.009		
Total	0.991	110			

The result ANOVA as shown in Table 4.18 ($F = 0.320$, $p = 0.864$), demonstrates that there is no significant difference between employee turnover among sex different educational levels of employees at EPUC. Accordingly, employee turnover is not affected by difference in educational level of the employees in the organizations at a significance level of 0.05.

4.9.4. Difference in Turnover based on service year

Table 4.20 Results of ANOVA for difference in turnover by Service year.

Turnover					
Subset for alpha = 0.05					
Source of Variance	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.050	5	0.010	1.111	0.359
Within Groups	0.941	105	0.009		
Total	0.991	110			

The result of ANOVA as shown in Table 4.20 ($F = 1.111$, $p = 0.359$), explains that there is no significant difference between employee turnover among six different groups of employees at

EPUC regarding their length of year of service in the organization. Hence, employee turnover is not depending on the difference in working experience the employees have.

4.9.5. Difference in Turnover based on marital status

Table 4.21 Results of ANOVA for difference in turnover by marital status.

Turnover					
Subset for alpha = 0.05					
Source of Variance	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	0.014	2	0.007	0.758	0.471
Within Groups	0.977	108	0.009		
Total	0.991	110			

As shown in the Table 4.21, analysis of variance (ANOVA) performed with two groups of respondents concerning their marital status corresponding to employee turnover. The result of ANOVA as indicated in the above table ($F = 0.758$, $p = 0.471$) demonstrates that there is no significant difference between the employee turnover among marital status of employees at Ethiopian police university collage. Accordingly, employee turnover is not depending on marital status of the employees in the organizations at a significance level of 0.05.

Coefficients

Model Variables	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	14.324	2.861		5.007	0.000
1. Job satisfaction	-0.106	0.079	-0.159	-1.336	0.184
2. Pay and Benefit	-0.230	0.102	-0.261	-2.258	0.026
3. Supervision	0.134	0.059	0.283	2.277	0.025
4. Promotion opportunity	-0.079	0.098	-0.090	-0.806	0.422
5. Job scope	0.032	0.066	0.049	0.490	0.625
6. Working environment	0.174	0.079	0.205	2.202	0.030
7. Social relationship	-0.115	0.075	-0.166	-1.528	0.130

a. Dependent Variable: employee turnover

Table 4.23 summarized the overall Beta value for each variable in the employee turnover. There are seven significant factors in the coefficient tested. As can be seen from the results, the Beta value for job satisfaction is (Beta = -0.159), Pay and Benefit (compensation) (Beta=-0.261), Leadership style (supervision) (Beta = 0.283), promotion opportunity (Beta = -0.090), job scope (Beta=0.049), working environment (Beta = 0.205), and social relationship (Beta=-0.166). However, above all Leadership style (supervision) shows the highest Beta value compare to other variables (0.283 and $p=0.025$, $p<0.05$). Thus, Leadership style (supervision) is the dominant factor influencing employee turnover in EPUC.

Chapter Five

Conclusions and Recommendation

5.1. Introduction

This chapter focuses on the conclusion and recommendation of the study. This study studied the cause and effects of employee turnover in Ethiopian Police University Collage. Data collection was made by questionnaire, interview, and document analysis techniques by using current employees, ex-employees and directorate heads. Data that was collected was analyzed through the Statistical Package for Social Science (SPSS) version 20 was used to analyze data and tables, percentage and frequency were used to present the results. Questionnaire using 5 point Likert scale was administered to the target population. Frequent employees turnover is destructive to organizational goal attainment. For this reason, this chapter draws conclusions and provides recommendations.

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 between job satisfaction and employee turnover. 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. The result also indicates a negative relationship between the promotion and turnover intention of

employees. The result also shows a negative relationship between supervision style and turnover intention of employees at EPU. Furthermore, the result shows a negative relationship between job scope and turnover intention,

Finally the result indicates a positive relationship between the working environment (peer group relationship) and employee turnover.

5.3. Conclusion

The study found that mismanagement; low level salary and benefit packages are significantly reasoned for employee turnover. In particularly, lack of career advancement, job dissatisfaction, leaders unwillingness to allow employees to participate in the decision making process of the organizational matters, job scope and social relations are directly impacted on the employee turnover and separations.

Based on the major findings explained above, the following conclusions were drawn. Shifting work is a common practice among the employees of EPUC. 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 organization does 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 organization are male, adult and professional enough. The majority of the employees also have been working more than three years in the organization. This is advantageous for the organization since those employees who have longer tenure know the environments of the organization and have experience to handle situations that arise from internal and external of the organization. Also the majority of the employees in the organization are single. Being single is not advantageous, for the reason that single employees are not stable to stay in the organization than married employees.

There is a negative correlation between job satisfaction and turnover. This implies that employees are not satisfied with their job. Likewise there is a negative relationship between promotion opportunity, benefits and pay systems, job scope, supervision style, social relationship

and turnover. This also indicates employees are not satisfied with the promotion opportunity and pay systems policy of the organization and supervision style of the management, and their social relationship within the university college. However, there is positive relationship between the working environment and turnover.

Hence, special attention should be given to human resource development and staff benefits, through revising benefit packages with external market. It is better if EPUC establishes incentive mechanism to encourage employees according to the weight job enrichment, job enlargement. Lack of Participating employees in decision making and do not accepting their constructive views in solving the problem and leading the university college. In Proper treatment of employees, unimproved pay, and unfair promotion will decrease responsibility of employees of the university collage and motivates to leave their job. Therefore, the management of EPUC should properly treat the employees and improve pay and promotion procedures.

Giving recognition for significant accomplishment, chance of advancement and giving opportunity to grow and career development has to be taken in to consideration but not in EPUC. There should be appropriate relationship between bosses (supervisor), subordinates and peers, to make the work environment conducive. Develop system of filling a vacant position by a person who already employed in the university college through promoting currently holding the position, transferring an employee from a less desirable to a rewarding job elsewhere in the college depending on employees fulfillment of the necessary skill, competence and education needed for the position must be considered unless it is difficult to reduce employees" turnover.

5.4. Recommendations

In general profit maker and service provider, governmental and private organizations depend on their employees in order to compete well and gain competitive advantage. In present days improving quality service delivery is growing need to service giving organizations in Ethiopia. Therefore, to attain the intended objectives effectively and efficiently, managers in service giving organizations should engage in a practical means of retaining well experienced and well educated employees whose ability is critical to service delivery. Thus, based on the summary of the findings, the following recommendations are provided to alleviate or decrease the problem identified.

- ❖ Since the management of the organization is aware of 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 opportunities and assigning employees to different position according to their professional specialties.
- ❖ The organization should revise its pay and benefit structure or payment system consistent with labor market and living expenses of employees including competitive pay scale, housing allowance, better incentives, and medical benefits to retain well trained employees.
- ❖ Most employees of the organization have no sense of belongingness to the organization therefore the university collage shall work on it by giving training, and other mechanisms.
- ❖ Since it is difficult to get trained police employees from the market supervisors of the organization should work closely and communicate positively with subordinates and arrange flexible working environments to keep well experienced and well trained police employees.
- ❖ As the organization has no formal employees' representative, it is better to have it since it contributes for employees to solve problems they face at working environment.
- ❖ Even though employees believe as their level of qualification increases, their chance of working decreases, the management is better to assign them to different positions based on qualification.
- ❖ Management should work towards creating smooth and conducive inter personal relationship since informal group contribute to effectiveness of work carried out by employees of the organization.

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APPENDICES-A

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS & ECONOMICS

DEPARTMENT OF MANAGEMENT

MBA program

Questionnaires to be filled by Employees of Ethiopian Police University collage.

Dear respondents;

This questionnaire is designed to gather information on the Causes and effects of Employees turnover in Ethiopian Police University collage. The purpose of the study is exclusively for academic requirement as Masters of Business Administration. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Filling the questionnaire is voluntary. 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.

For further information please contact the researcher by the following address.

Tel.: 0920499598

E-mail: melkuman2002@gmail.com

Thank you for your cooperation!

Part-I: Demographic Information of Respondents

1. Sex A. Male 1 B. Female 2

2. Age (in years)

A. Less than 25 1 B. 25 – 35 2

C. 36 – 45 3 D. 46 – 55 4

E. 56 -65 5 F. More than 65 6

3. Educational Qualification

A. 10 + 1 complete 1 B. 10 + 2 complete 2

C. Diploma holder 3 D. First Degree 4

E. Masters 5 F. PhD 6

4. Year of service in this organization

A. Less than a year 1 B. 1 – 2 years 2

C. 3 – 5 years 3 D. 5 – 7 years 4

E. 8 – 10 years 5 F. More than 10 years 6

5. Marital status

A. Married 1 B. Single 2

Part-II: General Questions

6. Do you feel that there is employee turnover in your organization?

A. Yes 1 B. No 2

7. How do you rate employee turnover in your organization?

A. Very high 1 B. High 2

C. Low 3 D. Very low 4

8. Are you satisfied with the amount of your involvement in the organizational decision making?

A. Yes 1 B. No 2

9. If you have a better job opportunity with other organizations, do you want to stay in this organization?

A. Yes 1 B. No 2

10. How did the work skill personally you possess match the skill you needed to accomplish your job in your organization?

A. Much higher 1 B. A bit higher 2 C. About the same 3

D. A bit lower 4 E. Much lower 5 F. Not equivalent with job 6

11. Do you satisfied with the amount of salary paid by your organization?

A. Very satisfied 1 B. Satisfied 2

C. Dissatisfied 3 D. Very dissatisfied 4

12. Do you believe that employee's turnover is the major factor affecting the overall achievements and growth of the organization?

a) Yes 1 b) No 2

Part-III: Issues Related to Causes of Employee Turnover

13. 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 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	Statement of job satisfaction	Scale				
		1	2	3	4	5
1	Do you satisfied with your current job?					
2	Are you interested with your current job?					
3	Does your job respected by others?					
4	Does your job give a sense of achievement?					
5	Are you eager to your job?					
6	Does your present job give responsibility?					

14. The following statement relates to Pay and Benefit (compensation) 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 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	statements of monetary reward (compensation)	Scale				
		1	2	3	4	5
1	pay is adequate for normal payment					
2	Are you satisfied by your payment?					
3	Payment is sufficient for my living expenses					
4	Are you paid according to your work experience?					
5	Does pay increase depend on your performance?					
6	Pay is equal to the work done					

15. The following statement relates to leadership style (supervision) 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 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

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

16. 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.

NB1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	Statement of promotional opportunity	Scale

		1	2	3	4	5
1	Promotion in my organization is quite good					
2	Promotion is based on performance result					
3	Promotion in my organization is frequent (common)					
4	Promotion in my organization is regular (ordered)					
5	The chances for promotions in my organization is fair					
6	Promotion in my organization depend on the length of service					

17. 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.

NB1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

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 & grade promotion					

18. The following statement relates to 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 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	Working Environment	Scale				
		1	2	3	4	5
1	Do you work under unclean environment?					
2	Are you working under instable environment?					
3	Do you working under inappropriate environment?					
4	Does your work environment initiating you to leave the organization?					

19. The following statement relates to social 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

NB: 1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	Statement of social relationship	Scale				
		1	2	3	4	5
1	Have you good relationship with your co-workers?					
2	Do you regularly do things with co-worker?					
3	Do you always discuss personal problems with co-workers?					
4	Are you involved in peer group relations?					
5	Are you involved in the social network of the organization?					

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.

NB: 1 = strongly agree 2 = Agree 3 = Neutral 4 = Disagree 5 = strongly disagree

No.	Statements of turnover	Scale				
		1	2	3	4	5
1	Do you plan to leave your current organization?					

2	Will you look for a new job opportunity in the coming years?					
3	Will you leave present organization under any situation?					
4	Do you often think about quitting?					
5	Do situations in your organization motivate you to leave?					

Thank you very much for your co-operation!

APPENDICES-B

ADDIS ABABA UNIVERSITY

COLLEGE OF BUSINESS & ECONOMICS

DEPARTMENT OF MANAGEMENT

MBA Program

Questionnaire to be filled by ex- Employees of Ethiopian police university collage

Dear respondents;

This questionnaire is designed to gather information on the Causes and effects of Employees turnover in Ethiopian Police University collage. The purpose of the study is exclusively for academic requirement as Masters of Business Administration. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome. Filling the questionnaire is voluntary. 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.
- ❖ For further information please contact the researcher by the following address.
 - Tel.: 0920499598

- E-mail: melkuman2002@gmail.com

Thank you for your cooperation!

Part-I: General Background of Respondents (Demographic Information)

1. Sex

- A. Male 1 B. Female 2

2. Age (in years)

- A. Less than 25 1 B. 25 – 35 2 C. 36 – 45 3
D. 46 – 55 4 E. 55 – 65 5 F. above 65 6

3. Educational Qualification

- A. 10 + 1 complete 1 B. 10 + 2 complete 2 C. Diploma holder 3
D. First Degree 4 E. Second degree (Masters) 5 F. PhD 6

4. Year of service in the organization

- A. Less than a year 1 B. 1 – 2 years 2 C. 3 – 5 years 3
D. 6 – 8 years 4 E. 8 – 10 years 5 F. above 10 years 6

5. Marital status

- A. Married 1 B. Single 2

Part-II: Job and management related question

6. Did you feel that you were fairly treated by the management of the organization?

- a) Yes 1 b) No 2

If your answer is „no“ what are the reasons?

.....
.....

7. How was your relationship with the management/department heads and immediate boss?

- a) Very Good 1 b) Good 2 c) Fair 3 d) Bad 4

8. Have you ever made any grievance (complaint) to your boss?

- a) Yes 1 b) No 2

If your answer is „yes“ how did you feel about the response?

- a) Very satisfied 1 b) satisfied 2
 c) Not satisfied 3 d) Was no reply at all 4

9. Do you think that you were paid well?

- a) Yes 1 b) No 2

10. How was the work environment in which you were working?

- a) Very good 1 b) Moderate 2
 c) Fair 3 d) Bad 4

Part-III: Items concerning the overall intentions that made ex- employees to leave the organization.

Please indicate the extent to which you agree with each statement below by putting a [√] mark in the appropriate column in the table below against each of the response scales:

Note: Select only one among the options given below

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

No.	Statement	SA	A	N	D	SD
1	Gender issue made you to leave the organization.					
2	The salary you were getting compensated your work load.					
3	You left EPUC because of other job you got.					

4	There was no good relationship between managers and employees					
5	Disciplinary measures of EPUC were not properly laid down.					
6	EPUC Working environment had an impact on your resignation					
7	Employees at EPUC were treated unfairly					
8	You were allowed to participate in the decision making Process					
9	On employee promotion and transfer procedures, qualification and work experience were fairly considered.					
10	Interpersonal (social) relation between organization employees was poor.					

11. Reasons /factors contributed for your resignation (please number {1, 2, 3...} from the best basic reason to the lowest reasons

- . To get better pay/ salary . Unfair employee handling system
 .Lack of career development . Dissatisfaction with the job
 .To gets further educational opportunity .Better opportunity in other organization
 .Family related causes

12. Do you think that employee turnover may incur an additional cost and also have effects on the efficiency of your organization?

- a) Yes 1 b) No 2

If "yes" please explain,.....

Thank you very much for your co-operation!

APPENDICS-C
ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS & ECONOMICS
DEPARTMENT OF MANAGEMENT
MBA PROGRAM

Interview guide questions for administration and department heads

Dear respondents;

This interview is designed to gather information on the Causes and effects of Employees turnover in Ethiopian police university collage. The purpose of the study is exclusively for academic requirement as Masters of Business Administration in management. 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 answering the interviews honestly and responsibly.

Causes and effects of Employee Turnover

1. Is management aware about employee turnover at your organization?
2. What is your view about the intensity of employee turnover?
3. What is your view regarding reasons for turnover of employees?
4. What kinds of organizations that leaved employees were joined?
5. What is the view of current employees to stay in the organization?
6. Is the working environment of the collage is attractive in compare to other competing organizations?
7. For any promotion or transfer are employees equally treated?
8. Do you think that there is smooth relationship between management and employees?
9. What major costs and effects of employee turnover made on EPUC?
10. Any Comments.....

Thank you for your cooperation!

