



**ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE**

**THE EFFECT OF SELECTED HUMAN RESOURCE MANAGEMENT
PRACTICES ON EMPLOYEES TURNOVER INTENTION: THE CASE OF
CIVIL EMPLOYEES OF ETHIOPIAN FEDERAL POLICE COMMISSION**

**A Thesis Submitted to Addis Ababa University School of Commerce
Graduate Studies Program in Partial Fulfillment of the Requirements for the
Award of Master of Arts Degree in Human Resource Management**

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DECLARATION

I, **Esayas Yohannes**, MA student in Human Resource Management (HRM), declare that the research project titled, **The Effect of Selected Human Resource Management Practices on Employees' Turnover Intention: The Case of Civil Employees' of Ethiopian Federal Police Commission**: is my original work under the guidance and supervision of the research Advisor. It has not been submitted for any degree in any university. All cited documents have been acknowledged dually.

Name: _____ **Signature:** _____

Date : _____ **Place:** Addis Ababa, Ethiopia

ADDIS ABABA UNIVERSITY
School of Commerce

**The Effect of Selected Human Resource Management Practices on
Employees' Turnover Intention: The Case of Civil Employees' of
Ethiopian Federal Police Commission**

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ABSTRACT

The purpose of this study was to examine the effects of selected human resource management practices on employee turnover intention of the Civil Employees of the Federal Police Commission. Specifically, it looked at how “Selection”, “Remuneration, Reward and Recognition”, and “Training and Career Development”, affect turnover intention. The study was carried out in the Head Office in Addis Ababa and Sendafa. Managerial and Non-Managerial employees, Janitors, Laborers, Cooks and Physicians and Health Professionals were included in the sample. Multistage sampling was used to select a sample size of 291 employees from the five sectors in Addis Ababa and Sendafa. Both descriptive and inferential statistical techniques were used to analyze the data. A multiple regression analysis was conducted to test how well the selected human resource management practices could predict turnover intention. The findings highlight the fact that the selected human resource management practices; selection, training and career development, have been found vital to employees and indeed influence turnover intention. To improve employees’ turnover intention, it is recommended that, the Commission should examine the effectiveness of its selection process and conducting better remuneration reward and recognition scheme and the training and career development practice of the organization needs to be re-established for the civil employees.

Key words: Human resource management practices, Turnover Intention.

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ACRONYMS

CEHRD-----	Civil Employees Human Resource Department
EFPC-----	Ethiopian Federal Police Commission
HRM-----	Human Resource Management
HR-----	Human Resource
MA-----	Master of Arts
SHRM-----	Strategic Human Resource Management
SPSS-----	Software Package for Social Science

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CHAPTER ONE

Introduction

1.1 Background of the Study

It is vital for organizations to employ competent employees to gain a viable advantage in the market. But retaining competent employees is more important than hiring. Haider, Rasli, Akhtar, & Yusoff (2015) identify organizations face the challenge of retaining their employees due to increased competition in the market.

The task of recruiting, selecting and retaining qualified, motivated, and experienced human resources for the organization is the main responsibility of the human resource department through their human resource management (HRM) practices. According to Punia and Sharma (2015), any practices that are practiced to enhance skill, competencies, satisfaction, commitment and performance of human resource and build culture within the organization for achieving organizational objectives and goals can be stated as HRM practice. The HRM practices of the firm should be associated with the overall organization strategy of ensuring that the right employees are at the right place at the right time.

Turnover is becoming a critical human resource management issue in the public organizations like the Ethiopian Federal Police Commission (EFPC) which affects productivity. For example, currently out of the 54 skill based garage work positions only 6 are filled. Before 2002 E.C over 20 of these positions had employees. The reason for the current situation is that when the military side increased remuneration, the civil side denied by saying there is no such practice. Turnover intention is the aggregate of worker replacements in a given period in a given business or industry and can be explained in two ways; an organizational or individual phenomenon, Turnover can be either voluntary which is when an individual quits their job at their own request

or it can be involuntary which is defined as the company initiating the turnover or dismissing the employee (Hinshaw & Atwood, 1984), Wang (2005), point out that turnover intention is where an individual have the intention to resign from the current organization. Other researchers also defined turnover intention as the reflection of the probability where and individual will change their job in within a certain period of time (sousa-poza & henneberger, 2002).

HRM practices can generate satisfaction, motivation, increased knowledge and commitment of a firm's employees, resulting in a source of competitive advantage for the firm. HRM practices may differ from one organization to another and from one country to another (Punia and Sharma, 2015).

This research addresses the HRM practices identified by Chew, (2004) which are Selection, remuneration, reward, and recognition, training and career development and their effect on employee turnover intention in the case of EFPC Civil employees.

1.2 Background of the Organization

The Civil Employees Human Resource Department (CEHRD) is as old as the organizations, it was established under the main HRM directorate of the commission with the intention of only administering civil employees hired, transferred or promoted.

Civil employees in EFPC administered under the civil employee's human resource directorate which follows the 1064/17 of the civil employee proclamation. According the employees statistics from the department of CEHRD as of October 2018 there are over 1065 civil employees in EFPC which are scattered in five major sectors which are the administration development sector(which includes finance, budget, and IT department), the health service sector (which gives health service for all employees and their families), crime investigation sector (which investigates major crimes), crime prevention sector (which the main activity is to

peace keeping and security) and the Ethiopian police university college (which focuses on research and training).

1.3 Statement of the Problem

Employee turnover is one of the main topics in the investigation of human resource management. It is not sufficient to get good people into the organization, they have to be kept there (Armstrong, 2010). A successful organization is a one which is willing to retain its employees, knows their needs and capable of satisfying it, keeps them involved and engaged all the time (Ghada, Walid and Mohammad 2017). Turnover is the termination of an employee's membership in an organization (Luis, Gomez-Mejia, David , Balkin, & Robert 2001: 200) in which Turnover intention is a purpose of intended departure of an individual from an organization (Price & Mueller, 1986). According to Ajzen (1991), turnover intention can be used as a substitution for actual turnover since the theory of planned behavior suggests that behavioral intention is a respectable forecaster of actual turnover.

Public organization like the Ethiopian Federal Police Commission, which are not under developmental agencies, that are budget dependent are among those with lower level of pay and incentive grades in the country. This has contributed to the turnover intention of employees. According the EFPC 2010 E.C budget year human resource statistics more than half (147) of the employees in relation to the total hired (235) left the organization. Table 1.1 below shows the turnover rate of civil employees in the organization from 2006E.C – 2010E.C.

Table 1.1 turnover rate at the EFPC civil employees from 2006 E.C – 2010 E.C

	Total number of civil employees	Number of CIVIL employees who left EFPC	Turnover rate
2006 E.C	871	105	12.05%
2007 E.C	880	92	10.45%
2008 E.C	922	224(99 were turned to military due to increase pay)	24.29%
2009 E.C	954	102	10.69%
2010 E.C	1016	147(52 were turned to military due to increase pay)	14.46%

According to a study by Meredith (on a web site www.workstride.com) a turnover rate of not more than 10% is considered normal and healthy, but from the table above it can be seen that all the five years result shows it is above the number considered. Thus, all this data shows that turnover is a significant challenge and a threat for the company that may affect its efficiency and productivity. Civil Employees Human Resource Department faced many challenges of bringing in trained employees in the organization that fulfill their expectations and requirements regarding work, as long as to fulfill the requirements of organizational performance.

In this study, 'Selection', 'remuneration, reward and recognition', 'training and career development' is included as an independent variable that may influence turnover intentions of civil employees at EFPC, the dependent variable. The reason for selecting HRM practice as the independent variable is because HRM practices is the important factor which can affect turnover intention. In addition, this research aims to tests the relationship between turnover intention and HRM practices. Organizations need to retain competent and talented people for the effectiveness of the organization. But there are several factors that influence such people to leave their organizations. Turnover is often utilized as an indicator of company performance and can

negatively influence organization efficiency and effectiveness. (Glebbeck and Bax, 2004)
Employee turnover may be mostly a negative problem, yet it can become positive if controlled by the organization properly and suitably.

1.4 Research Question

The primary research question that is to be addressed by the research is:-

What is the effect of the selected human resource management practices ('Selection', 'remuneration, reward and recognition', 'training and career development') on employee turnover intention in the EFPC civil employees?

Research sub-questions:

- ❖ How does selection practice influence the turnover intention of EFPC civil employees?
- ❖ How do the practices of remuneration, reward and recognition influence the turnover intention of EFPC civil employees?
- ❖ How do the practices of training and career development affect turnover intention of EFPC civil employees?

1.5 Research Objectives

The research has a general objective of examining the effect of the selected human resource management practices that is mention on the research question.

The study will have the following specific objectives:

- ❖ To investigate the effect of selection practice influences the turnover intention of EFPC civil employees.
- ❖ To investigate the effect of practices of remuneration, reward and recognition on the turnover intention of EFPC civil employees.

- ❖ To investigate the effect of practices of training and career development on turnover intention of EFPC civil employees.

1.6 Significance of the Study

As stated in the introduction, employee turnover has lots of negative sides as the case of the garage shown and this also might affect EFPC as a number of employees are leaving the organization.

Thus, this study checks the extent level of employee's intention to quit in relation to the HRM practices stated. Based on the findings, recommendation and conclusion, this paper will give the organization an awareness about the link and its extent between employees turnover intention and its HRM practice, which intern will help to take action to minimize the negative consequences of employees turnover. Additionally, as it gathers different information to be a base for this study, the organization or any other researcher can get a compiled data, which can be used as a reference. It also gave the researcher the opportunity to gain deep knowledge in the relationship between HRM practice and employees turnover intention.

1.7 Scope of the Study

This study will try to show the impact of those human resource factors which include selection, remuneration, reward and recognition, training and career development (chew, 2004). Other factors may also affect turnover intention like challenging employment assignments and career opportunities, leadership behavior, company culture and policies, teamwork relationship and satisfactory work environment (Chew, 2004). However, including all this factors to study their impact on turnover intention would make the research project vast and unmanageable. Therefore, the study is conceptually limited to investigating the HRM practices identified by Chew (2004). In terms of sample the study will be limited on civil employees in Addis Ababa and Sendafa because most employees are located in these areas. The other main location of civil employees is in Harar police hospital under the health sector and other cities and towns of the country are

excluded due to difficulty in geographical access and time constraint. The research will be conducted on the total population of employees either managerial or non-managerial left of the study, because of turnover intention problem is seen in every stream.

1.8 Definition of Terms

Human resource management practice:- defined by Schuler and Jackson (1987) as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members.

Turnover Intention:- Turnover intention refers to mental decisions intervening between an individual's attitudes regarding a job and the stay or leave decision (Sager, Griffeth & Hom, 1998:255).

Selection: - is the process of attracting qualified applicants for jobs open in the organization and getting the right people in the right place and at the same time doing the right job (Knicki and Williams, 2008).

Remuneration; - is defined as money paid for a work done by an employer (Calvin, 2017)

Reward: - something that increases the frequency of an employee action (Zigon, 1998).

Recognition: - It is constructive, genuine feedback based on acknowledging people as sincere, worthy of respect, having needs, and equipped with their own personal expertise (Brun & Dugas, 2002).

1.9 Organization of the Study

This thesis comprises five chapters. The sequence and structure of these chapters are as follows:

Chapter one:- provides an overview about the background of the study and the organization, statement of the problem, the research question and objective, significance and scope of the study, and research variables and definition of terms.

Chapter Two:- briefs literature related to employee turnover intention, and indicators of turnover intention.

Chapter Three:- concentrates on the research methodology and detailing the research design chosen, the sample that includes in the study and the method of selection the sample participants. It also includes the measurement and method to collect data.

Chapter Four:- focus on the report the findings, discussions and analysis of the study.

Chapter five:- presents the conclusion, recommendation, and summary of the study. The final writing of the project is submitted in both hard and soft copy format to post graduate program coordination office of School of commerce and to the federal police commission mainly to CEHRD.

CHAPTER TWO

Literature Review

This chapter presents the literature review on HRM practices and employees turnover intention. It is organized as follows; first is a discussion on the theoretical view which discusses on universalistic and social exchange theory, it is followed by empirical view which starts discussion HRM practices, on selection, remuneration, reward and recognition, training and career development.

2.1 Theoretical Literature Review

This researches theoretical review is on the development of voluntary turnover, which bases on the universalistic and social exchange theory. In their research Lee and Mitchell, (1994) on Voluntary Turnover contend in that, the decisions that an employee makes before leaving an organization can take place in many different ways. They put forward that individuals follow psychological and behavioral routes when leaving their work. Lee & Mitchell, (1994) again describes that the decisions regarding which course they would follow are determined by what is referred to as a surprise that causes a person to wait and think about the meaning of that event in relation to his or her job. Based on this theory employees must consider before making a decision to leave their job following an event that can act as a shock; which can either be accessibility of other job alternatives, job dissatisfaction, or on the time of having child. universalistic theory also known as the best practice model, is based on the assumption that there is a set of superior/best HRM practices, and that adopting them will inevitably lead to better organizational performance (Pfeffer, 1994), so every establishment therefore should use those HRM practices that it considers best in the management of its employees. the social exchange theory which insists that both parties to a relationship need to reach an agreement based on a

comparison of how much something is going to cost relative to the level of reward or benefit that something will provide (Homans 1961). Further the researcher added that in general, two or more parties try to get something that is of greater value to them than the expense they encounter. So it can be assumed that a well-designed HRM system creates an ongoing chain of fair employer-employee relations. Tanova & Holtom, (2008) also added that the social exchange theory consists of relationships which translate into trust, loyalty and mutual commitments of the parties over a period of time. It is for these reasons that employees will compare the work they do with the benefits that they receive and try to find out whether the current employment is a satisfying interaction. When the interaction is not fair to them, then they will make a decision on whether to stay with the organization.

2.2 Empirical Literature Review

2.2.1 Human Resource Management Practices

For a lot of years it was said that the assets is the holdup for advanced organizations and industries. But more lately, the workforce and the organization's inability to recruit, maintain, and retain a highly capable workforce is seen as representing the block for production. Organizations and industries backed by talented ideas, energy and eagerness will not stop because of a shortage of cash. On the other hand, there are many organizations and industries whose growth has been partly disadvantaged or stopped because they don't have the ability to retain and maintain an efficient and talented workforce, and this will increasingly hold true in the future (Griffiths and Williams, 1999).

Several studies have examined strategic human resource management (SHRM) as a resource to add force to organizational competitive advantage (Chang and Huang, 2005). Practitioners and scholars have broadly adopted this approach for organization strategic planning. The underlying proposition of SHRM is a set of HRM practices that influences the organization's performance. This suggestion is supported by recent empirical studies (MacDuffie, 1995). On the other hand, vital questions

remain, including whether HRM practices assurance high employee and organizational performance outcomes.

Armstrong, (2009) defined HRM practices as a tactical and strategic way to attain, develop, manage and motivate and gaining the commitment of the employees. Jackson and Schuler (2000) strengthen by adding that HRM practice is seen as the available talents and energies of people who are available to an organization as potential contributors to the creation and realization of the organization's mission, vision, strategy and goals. HRM concepts imply that employees are resources of the employer. HRM is blend of policies, practices and systems that influence employee's behavior, attitudes, and performance (Khadka, 2009).

MacMillan (1983) argued that the emerging importance of HRM practice tends to be overlooked by many organizations as tool to achieve a competitive advantage through retention of key employees. Pfeffer (2005) have recognized that HRM can be source for competitive advantage of a company and company performance is influenced by a set of effective HRM practice. Guest (2007) identified that HRM practices is the backbone of an organization. Thus achieving an organizational achievement needs to be facilitated by employment of sophisticated HRM infrastructure (Jyothi and Venkatesh, 2006) and HRM practices needs to be tactically designed, installed and adopted to promote desirable outcomes.

2.2.2 Selection

Montgomery (1996) describes Successful HR planning is designed to identify an organization's HR needs; once these needs are known the organization should act to meet them through the staffing function. The objective of the staffing process is to locate, select, acquire and place the human resources necessary to fulfill organizational and human plans. The staffing task includes two main activities i.e. recruiting and selection. Recruiting and selection focuses on matching the capabilities

and inclinations of prospective candidates against the demands and rewards inherent in a given job (Othman, 2009).

Kristof (1996) define Selection as the compatibility between people and Organizations that occur when: 1. at least one entity provides what the other needs, or 2. they share similar fundamental characteristics, or 3. both. A different author McCulloch & Turban, (2007) proposes that selection refers to the compatibility of an employee with the fundamental characteristics of an organization which is its values. Selection has its parentage from (Schneider's 1987) which states that individuals are attracted to and they seek to work for the organizations where they perceive that there is a high level of selection and with the passage of time the employees whose values are consistent with the values of organization will remain with the organization and other may quit.

In an investigation by Lauver and Brown (2001), it was found that there is an impact of selection on Job Satisfaction and intention to quit and selection is a better predictor of intention to quit. Verquer et al., (2003), indicates that there is a relationship between selection, Job satisfaction and Intent to quit. The discovery of the quantitative review by (Hoffman and Woehr 2006), also established the relationship of selection with the behavioral outcomes of the employees. Bretz & Judge (1994) asserts that Selection was found to have a relationship with work attitudes such as job satisfaction and organizational commitment. Further researches (Cable & Judge, 1994) also conclude that employees will prefer organizations where their values are aligned with the values of the organization.

2.2.3 Remuneration, reward and recognition

Reward management refers to the strategies, policies and processes that are required to ensure that the contribution of people in an organization is recognized by both non-financial and financial means (Armstrong, 2007). This indicates that rewards management encompasses the design, implementation and maintenance of reward systems which targets both the organization and its stakeholders. Njanja

et al., (2013) outlines that recognition and appreciations are other integral components of rewards management. Additionally the writer includes appropriate, timely, and effective reward enhances employees' motivation which in turn leads to improved commitment as well as achievement of organizational goals. Armstrong, (2007) also emphasize that rewards management does not only involve employee pay and benefits but is also concerned with non-financial rewards such as learning and development, recognition, praise and increased job responsibility.

Walker et al., (2009) discussed that in the optimal position, employees feel they are paid what they are worth, are rewarded with sufficient benefits, and receive some intrinsic satisfaction (good work environment, interesting work, etc. Wright (2005) in his research says Reward Management is concerned with the formulation and implementation of strategies and policies that aim to reward people fairly equitably and consistently in accordance with their value to the organization.

Reward management attracts and retains high quality employees (Fransson and Frenberg, 2008). This notion means that for companies to attract and retain talented employees, it have to offer gorgeous and appropriate rewards. The ability of an organization to attract and retain employees depends mostly on its rewards. This is due to the fact that good rewards lead to high level of employee satisfaction which in turn leads to low turnover. Source (Centre for Effective Organizations, 2008).

Employees are satisfied with their jobs in organizations that provide competitive rewards and this makes them to want to stay in the same organizations thereby leading to high levels of employee retention (Armstrong, 2012). The writer additionally address that reward management aims at defining the right behaviors and outcomes by outlining expectations through contingent pay schemes and performance management. Likewise, Manas and Graham (2003) stress that rewards can be used to drive the right behaviors and outcomes in an organization. Therefore, employees are motivated to adopt the right form of behavior with the belief that performance will lead to better rewards. Jiang et

al (2009) notes that Employee rewards may be looked at as total reward which refers to the compensation which an employee receives from an organization for rendering his or her services. It contains all the financial and non-financial benefits that are given by an organization to its employees.

In a study by Danish and Usman (2010) the researcher's states in order to determine the impact of reward and recognition on job satisfaction and motivation of employees from both private and public sectors organizations in Pakistan found that rewards and recognition were positively related with motivation. Furthermore the writers come to an end by stating effective rewards management leads to increased employee motivation.

2.2.4 Training and career development

Snell (2006) defines Training and development as the field concerned with organizational activity aimed at improving the performance of individuals and groups in organizational settings. It has been known by several names, including employee development, human resource development, and learning and development. Down (2007) says Training focuses on learning the skills, knowledge, and attitudes required to initially perform a job or task or to improve upon the performance of a current job or task, while development activities are not job related, but concentrate on broadening the employee's horizons.

Training serves as communicating tool how to acquire specific skill to do a particular job while development deals with general enhancement and growth of individual skill and abilities through conscious and unconscious learning. Armstrong (2012) definitely stated in his published document that organizations could benefit from training and development through winning the "heart and minds of" their employees to get them to identify with the organization, to exert themselves more on its behalf and to remain with the organization. Edralin (2011) implies effective training and development programs in an organization contribute in the form of enhancement of employees' skills

which in result enable them to respond to the rapid changes taking place in the external environment of the organization. A severe circumstance occurs in an organization when a trained employee leaves the organization to join another organization. Previous research reveals that employees' intention to leave, either voluntary or involuntarily, effects the organizations in multiple ways (Cho et al, 2009). Higher level of turnover rates are directly related with the higher levels of recruitment and training costs and lower levels of employee morale, job satisfaction and customers perceptions of service quality (Gray et al, 2000), eventually effecting the organizational performance.

Wong et al (2009) extends that most of the previous research papers have focused on the role of training and development programs in improving the employees' skills, overlooking the possible effect of training and development on the intentions of an employee to leave the organization if it has a weak system to retain its employees.

The Level of employee turnover and training are expected to be conversely related: the higher the turnover is, the lower the amount of training will be. This prospect is based on the reasoning that the lengthened an employee stays with an employer; the higher will be the return to training. A study done by (Frazis *et al*, 1998) indicated that employees working in low-turnover establishments spent about 59 percent of their total training time in formal training, compared with 18 percent for employees in high-turnover establishments. As stated in the same study, from the employee's view, if the training involves skills specific to the establishment, it is probably to contribute to an increase in productivity at that establishment. The researcher continued by implying Greater productivity at the establishment, in turn, will tend to raise a worker's wage above what he or she would earn elsewhere, thus providing an incentive to stay. In other words, training can serve to lower turnover.

2.2.5 Turnover Intention

The rising of different organizations in the nation and the related increase in the necessity of skilled labor force encourages for competition of organizations to hire and maintain the best employees. Hence staffs turnover becomes one of the major human resource problems of most organizations. Different scholars have defined staffs turnover in the following manner. Thwala et al. (2012) defined Turnover as the “individual movement across the membership boundary of an organization”. Contrary to actual turnover, turnover intention is not explicit.

Intentions are a statement about a specific behavior of interest. Sousa-Poza and Henneberger (2002) also defined Turnover intention is as the reflection of the probability that an individual will change his or her job within a certain time period and is an immediate precursor to actual turnover. Turnover intention captures the individual’s perception and evaluation of job alternatives (Mobley et al., 1999). Further studies have found a mixed result in the relationship between human resource management practices and employees’ turnover intention. Allen et al. (2003) For instance noted that with two samples comprising of department store salespeople and insurance agents, respectively, examined the role of supportive human resource management practices (participation in decision making, fairness of rewards, and growth opportunities) in explaining turnover intention. Using structural equation modeling, they found that human resource management practices were negatively correlated with voluntary turnover in both samples of employees. In the same streak, Paré and Tremblay (2007) demonstrate that high-involvement human resource management practices were found to be significant determinants of turnover intention.

2.2.5.1 Types of Turnover

Amare (2013) in his research divides turnover in to two Organizations voluntary and involuntary turnovers and take actions on the one that they have control. Voluntary turnovers are those caused by the interest of the employee (e.g. to take job in other organization for better salary) while involuntary

turnovers are the decision of management to terminate employees from work (e.g. dismissal for gross misconduct). Therefore, management should give special attention to avoidable turnover over which it has control and improves the situation and then staffs retention (Stephen, 2004).

2.2.5.2 Purpose of Studying Employees Turnover Intention

To manage voluntary turnover in an organization, understanding why staff are going away and why they're thinking of leaving is significant to then produce ways and manage turnover among staff. This is often in the main through analyzing employee's turnover intention.

Turnover intention is steps back from the particular turnover. Consequently, studying regarding turnover intention is necessary to alleviate the evitable voluntary turnovers. Thus, as Shweta, (2009), explicit proactive measures could also be adopted by the organization to manage the particular turnover, if it's responsive to the turnover intentions of its workers.

2.3 Summaries of Empirical Review and Research Disparity

The theoretical and empirical literatures were relevant for the study that has been reviewed in this chapter. The empirical review focused on prior researches on human resource practices and turnover intention. The review demonstrates in that, researches on what influences turnover intention have been conducted by several researchers following the initial work of March and Simon's (1958), In their research they found two main factors that determine an employee's loyalty, that is perceived desirability of movement and perceived ease of leaving the organization. Both factors independently operate to influence an employee's motivation to stay or leave an organization.

Turnover intention is an important matter for organizations because turnover is very expensive in terms of the economic impact, time, money and other resources especially when vital and knowledgeable employees leave the organization. To reduce these possible problems, forward-

thinking organizations must endeavor to create a helpful organizational climate through a variety of human resource management leaderships to affect the turnover intention of valuable employees.

The theoretical and empirical examination make known that human resource management factors that could affect turnover intention are numerous and include compensation, training and career management, employee engagement, work-life balance, challenging assignments, etc. Although, earlier studies on best practices in human resource management factors have been fragmented and researchers have not reached at an effective merge of practices that could improve organizational commitment and intention to stay (Chew & Chan, 2008). Also most of the studies on turnover were done mostly in Western World (Samuel & Chipunza, 2009). For this reason there is a limited empirical study on employee turnover intention in Africa (Tettey 2009) and mainly in Ethiopia.

As per to the different literatures from the empirical literature reviews on the selected HRM practices and Turnover Intention, the below conceptual frame work was developed.

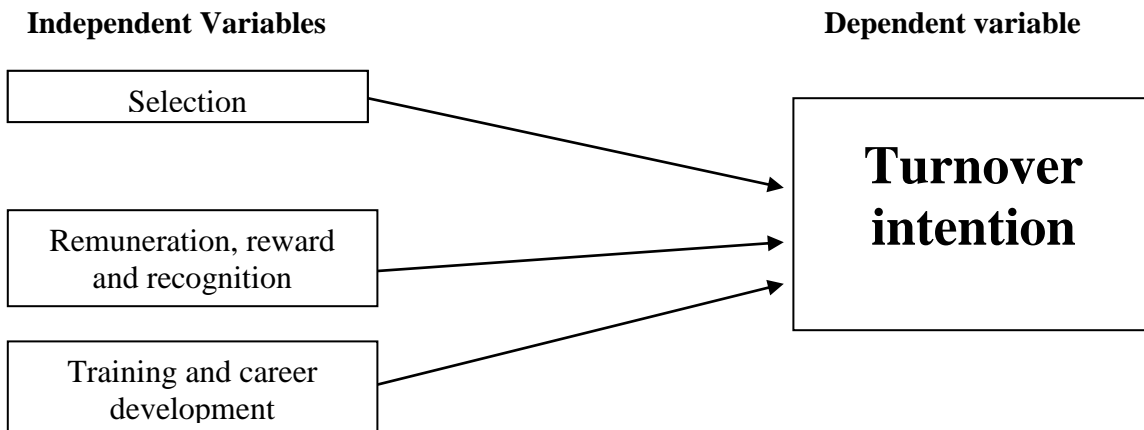


Figure 2.1 Conceptual Framework

CHAPTER THREE

Research Design and Methodology

3.1 Research Setting

The research sets on two main locations. The first location of the study will be carried out at the head of the Ethiopian Federal Police Commission kirkos sub-city woreda 15 in front of Addis Ababa Technique and vocational school. The second research setting location is at the Ethiopian Police University College located at oromia region sendafa city beke Woreda.

3.2 Description of the Study Area

In Ethiopia Police force was first established In 1913, during the reign of Emperor Minilik II, . The police force was known as “ Yeketema Zebegna” or the City’s Guard. Just before the invasion of our country by Italy in 1933, City (Arada) “Zebegna”(Guard) was founded to keep the security of the capital and this establishment was well organized and suitable for the needs of the time. After the end of the invasion, all government structures were abolished and new ones instituted by Emperor Haile Silassie by royal decree No. 6/1934. A modern police establishment was newly founded. The police force was governed by British citizens, according to the book by Brigadier General MogesBeyene entitled “PolicenaGize” (Police at Different Times) published in 1972. After the downfall of the monarchic government in 1974, the military junta – the Dergu – that came to power enacted proclamation no. 10/1974 to provide for the nation’s security and protection; however, no provision was incorporated therein regarding organizational matters of the police. No separate proclamation of the police establishment was enacted until the downfall of Dergue in 1991. After the downfall of Dergue, it was found necessary to re-establish the police institution for better organizational capabilities. The current police establishment, the Federal Police Commission, was founded pursuant to proclamation no. 720/2004 based on the principles of non-partisanship, impartial service to the society, commitment to policing ethics, competence and quality of service, with mission of Contribute due role to development and prosperity of the nation by respecting and enforcing

respect of the constitution and other laws of the land, preventing crime and criminal threats and ensuring prevalence of peace and security through active participation of the people. The EFPC have a vision of delivery of policing service that matches public satisfaction and trust in line with international standards. (source www.federalpolice.gov.et)

The study will be conducted on the Ethiopian Federal Police Commission (civil employees only). The sample is going to be drawn from all locations of civil employees in Addis Ababa and sendafa because most employees are located in these areas. The other main location of civil employees is in harar police hospital under the health sector and other cities and towns of the country due to difficulty in geographical access and time constraint. There will be no group of employee either managerial or non-managerial left of the study, because of turnover intention problem is seen in every stream. As October 2018 EFPC has over 1065 civil employees, of those 143 managerial and non-managerial 721 janitors, laborers and cooks, 201 physicians and health professionals which are divided into 5 sectors.

3.3 Research Approach

Kothari (1984) defines a research approach as the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. Quantitative Research is used to quantify attitudes, opinions, behaviors, and other defined variables and generalize results from a larger sample population (Susan, 2016). The research strategy used for this study will be a survey approach in order to collect quantitative data which was analyzed using descriptive statistical tools. The research instrument that used in this research is questionnaire. Questionnaire survey is chosen because data collected from respondents can save our time to collect and is cheaper method to obtain data requirement. The

use of a survey enables generalization to be conducted using findings generated from a sample size which is representative of the whole population.

3.4 Research Design

The research design is descriptive. Content wise the questionnaire that was distributed to the employees measured the effect of the selected HRM practices (selection, remuneration reward and recognition, training and career development) on turnover intention. The questionnaire was developed by using 5-point Likert Scale, where 5 is the highest degree of agreement (strongly agree) and 1 is the least degree of agreement (strongly disagree). After collecting the questionnaire, the researcher tried to describe and relate the gathered data by quantitatively testing with different statistical techniques.

3.5 Target Population, Sampling Technique and Sample Size

3.5.1 Target Population

As mentioned in the description of the study comprises most of civil employees of EFPC which are confined in Addis Ababa and sendafa only, due to geographical restrictions, logistic problems and time constraints.

Civil employees of the five sectors in Addis Ababa and Sendafa are chosen for the study. In this study, the target population which is the entire set of units for which the research data would be used to make inferences or generalization is the managers and non-managerial Janitors and laborers, Health professionals and physicians civil employees of the EFPC.

3.5.2. Sampling Technique

The sampling technique is stratified random sampling technique. In this the employees were grouped by their location in the different sectors, which helps to gain proportionate data from the

different sectors so that the gathered data is comprehensive as it represents well the staff per sector. Thus, the researcher believes, grouping them in to something that will be a common factor to a certain team and analyze the data accordingly would make the information more precise and obtain a representative sample per each group.

3.5.3. Sample Size

At the time of study, (October 2018 G.C) the number of civil employees in the Ethiopian Federal Police Commission were 1065 in total. These employees are located in five sectors of the commission illustrated in the table below and the sample size from population and sample size per strata are calculated per to the different known formulas as included in the table 3.1. The sample size calculation formula from population is adapted from Yamani (1967) and the sample size formula per each strata is adapted per to Kothari (2004).

Table 3.1: Staff Data with Sample Size

No	Main sectors	No of employees	Number of employees in % from total population	Sample size per to each strata
1	crime investigation sector	154	14%	42
2	administration development sector	185	17%	51
3	Ethiopian police university college	166	16%	45
4	Health service sector	400	38%	109
5	crime prevention sector	160	15%	44
	Total	1065	100%	291

Yamani (1967), uses the below formula to determine the sample size from the total population.

$$n=N/(1+Ne^2)$$

$$n= 1065/ (1+1065(0.05)^2)$$

$$n= 1065/ (1+2.6625)$$

$$n= \underline{\underline{291}}$$

Where; “n” is the sample size, “N” is the population size and “e” is the level of precision. At 95% confidence level, degree of variability=0.5 and level of precision/sampling error= 5%, using this formula resulted **291** employees to be the total sample size selected from the total study population of 1065 employees.

To calculate the sizes of the samples from the different strata, the researcher used the below formula as per to Kothari (2004).

$$n_i = n.P_i$$

Where n represents the total sample size, Pi represents the proportion of population included in stratum i and the number of elements selected from stratum i is n. Pi. This calculation would give the sample size per each strata as illustrated in the table above.

To calculate the strata sample size of crime investigation sector employees as an example:

$$n_i = n.P_i$$

$$P_{\text{crime investigation sector}} = 154/1065.$$

$$n_{\text{crime investigation sector}} = 291(154/1065)$$

$$n_{\text{crime investigation sector}} = 42.$$

Thus, each strata sample size was derived using the above formula.

3.6 Data Sources and Types

Primary data will be collected through questionnaire self-completion questionnaire, which will be adopted mainly from Chew (2004), and (Mobley, Horner, & Hollingsworth, 1978). It will be slightly modified and used as an instrument in this study. The study focused on three factors that

are believed to affect turnover intention of employees. i.e selection, remuneration, reward and recognition, training and career development, while secondary sources of data are collected mainly from report, policies or any relevant sources gathered from mainly the CEHRD.

3.7 Data Collection Procedures

The questionnaire was distributed to the civil employees per the sample size in hand and using, as staff are also located in different sector the organization and Sendafa. For those located in Addis Ababa and Sendafa, the researcher himself distributed and collected the questionnaire. Appropriate information was also given to concerned staff before distributing the questionnaire both verbally and in written outlined on the questionnaire itself. The general meeting of employees conducted by the CEHRD helps highly because employees were found at a centralized location. The questionnaire have introduction, it was prepared in Amharic because most of the respondents are low level education standard employees like janitors, laborers and cooks.

3.8 Ethical Consideration

The research was based on voluntary participation by respondents and full description of the study was given before they decide to participate. The survey was kept anonymous where research participants will not be required to write their names. The study was conducted in a straightforward manner and all the data that is analyzed is reported in the study.

3.9 Data Analysis

After collecting, checking and cleaning the respondent's quantitative data, it is coded and entered in to SPSS, 25.0 version to easily interpret the data with short period of time. Later the data was organized, analyzed, and presented by using tables, graphs, figures and further discussion was made to interpret the result. Different statistical techniques like reliability, mean and standard

deviation, correlation, and regressions analysis was also used. Descriptive statistics was used to describe the basic features of the data gathered from study. The statistical analyses that are to be used include.

3.10 Validity and Reliability

A complete measurement must fulfill the tests of validity and reliability; validity is the most imperative criterion that suggests the degree to which an instrument measures what it is supposed to measure (Kothari, 1984). To ensure this, the study’s advisor has evaluated and validated the instrument’s content appropriateness and the measurement’s scale.

Concerning the reliability, as (Zikmund, Babin, Carr,& Griffin, 2009), the measure of internal consistency; a pilot test was conducted distributing 20 questionnaires to the selected sample employees working in the office which are closely available to the researcher and the data analyzed using SPSS version 25.0. As indicated in the below table the reliability ratio, the Cronbach’s alpha, for the pilot test reveals that the questionnaire has acceptable reliability i.e. $\alpha = 0.78$.

Serial No.	Variables	Number of Items	Cronbach’s Alpha
1	Selection	4	0.721
2	Remuneration, reward, and recognition	5	0.848
3	Training and Career Development	4	0.759
4	Turnover Intention	4	0.793
TOTAL		17	0.780

Table 3.2: The Cronbach’s Alpha result

Cronbach’s alpha reliability coefficient normally ranges between 0 and 1. George and Mallery (2003), verify that Cronbach’s alpha i.e. $\alpha > 0.9$ – Excellent, $\alpha > 0.8$ – Good, $\alpha > 0.7$ – Acceptable, $\alpha > 0.6$ – Questionable, $\alpha > 0.5$ – Poor, and $\alpha < 0.5$ – Unacceptable. The closer Cronbach’s alpha is to one/1, the greater the internal consistency of the items in the scale. Accordingly, the pilot test result, an alpha of 0.78, shows the instrument’s internal consistency as an acceptable and reasonable to the objectives of the study.

CHAPTER FOUR

Research Findings, Discussions, and Analysis

In this Chapter, the results of the study are reported. It includes the demographic characteristics, mean and standard deviation, correlation analysis, and the outcomes of the regression tests. The collected data were analyzed quantitatively using SPSS version 25. The major findings are interpreted and presented in light of the research questions and objectives.

4.1 Response Rate

A total of 291 questionnaires were distributed to civil employees that work in Addis Ababa and Sendafa. Out of the distributed three hundred eighty questionnaires, 291 were returned back. This was achieved because the CEHRD organized all round employees meeting in four different gatherings, and the researcher used this opportunity to get information. An explanation about the purpose of the study and other ethical issues were provided before distribution. Even if all 291 questionnaires were returned 53 were partly or wrongly completed this makes the questionnaires included in the study 82% of the total distribution. According to Zikmund,(2009), a response rate of 50% is acceptable and adequate for analysis as well as for reporting. Hence, the response rate of 81% is much higher than the established acceptable rate. Information related to the demographic variables of respondents is displayed as follows.

4.2 Participant's Demographic Profile

The demographic distribution of the respondents' sought the gender composition, age groups, educational background and stay/work experience of the respondents. The outcome is therefore presented with a table and discussed as follows:

Table 4.1: participants' demographic characteristics.

Respondent Backgrounds		Frequency	Percent
Gender	Male	78	32.8
	Female	160	67.2
Age Range	18 - 25	59	24.8
	25 – 30	60	25.2
	30 – 35	42	17.6
	35 – 40	33	13.9
	40 and above	44	18.5
Position	Managerial and non-managerial	81	34.0
	Janitors, laborers and cooks	144	60.5
	Physicians and health professionals	13	5.5
Educational Qualification	Elementary education	60	25.2
	Secondary education	86	36.1
	Diploma	36	15.1
	First degree	51	21.4
	Second Degree & above	5	2.1
Experience	Less than 1 years	42	17.6
	1 - 4 years	83	34.9
	4 - 8 years	53	22.3
	8 - 12 years	19	8.0
	above 12 years	41	17.2

Source: Own Survey 2019

Table 4.1 above indicates that 160 or 67.2% of the respondents were females which make them to be higher in number than that of males which were 78 in number taking 32.8% from the total respondents. The age of the respondents were categorized under five ranges. As depicted in table 4.1 the majority, 50%, of the respondents fall between the age group of 18-30, followed by 31.5% which is between 30-40 age group, the remaining 18.5% of the respondents are included in the age groups of 40 and above, this demonstrates that there is higher number of young

demographic. In relation to qualification, the larger number of respondents' was primary and secondary education level i.e. 61.3% out of which secondary education standard at 36.1%.

This shows that most of the population is concentrate mostly not more that second standard. But this doesn't mean that they are not the only one and it doesn't involve professionals it also involves 15.1% diploma holders,21.4% first degree and MA or above at 2.1%. Here it is good to note that most of the health professionals were not included, as they were the lowest numbers of participants of the meeting, that it will increase the number of higher education standard. Looking at the respondents' year of experience, the majority of the respondents served the organization from one to four years taking the highest percentage or 34.9% of the total respondents, this can be interpreted that the majority of the respondents served the organization neither for a short period of time nor for longer years. Further information, on the demographic characteristics of the respondents can be seen as it is displayed in table 3 above.

In general, looking in to the demographic statistics of the respondents, the work force comprises with larger number of female and youth employees while majority of the respondents represented primary and secondary standard. On top of this, the result showed that quite a number of employees leaving before reaching their fourth year i.e. there are employees, who are not staying beyond four years, but relatively the age composition is relatively balanced.

4.3 Descriptive Statistics of Study Variables

The extent at which the sample group in average agreed or disagrees with the raised statements was analyzed using the mean results. Low mean implied that majority of the respondents disagree while, higher mean value indicates their agreement. Accordingly, the perceptions of the respondents were captured using a five-point Likert scale (1-Strongly Disagree, 2- Disagree, 3 –

Neutral, 4 – Agree and 5 - Strongly Agree) and interpreted in accordance with the below detailed Zaidatol (2012), mean scores degree.

- ❖ Mean = 1.00 – 2.33 _ Low,
- ❖ Mean= 2.34 – 3.67 _ Moderate and
- ❖ Mean = 3.68 – 5 _ High

Standard deviation was also used to show the variability of measurements from the mean (average). The higher standard deviation indicates a wider distribution of the scores from the mean. This distribution indicates more heterogeneous or dissimilar spread of scores on a scale. While, if the value is lower, it shows a smaller conveyance with progressively comparable or homogeneous spread of scores around the mean (Mark, Philip and Adrian, 2009). Accordingly, employee’s intention to stay and their perception towards the studied independent variables are analyzed with the mean & standard deviation results as follows.

Table 4.2: Mean and Standard Deviation of Selection

	Min	Max	Mean	Standard Deviation
Selection				
Advertisements are used by the organization for selection	1	5	3.7857	1.39328
In this organization, the selection system selects those with the desired knowledge, skills and attitudes	1	5	3.0798	1.46042
Appointments in this organization is based on merit	1	5	2.9622	1.35426
I found the organization as I expected it will be when before I joined	1	5	2.4160	1.38378
Aggregate value			3.06	1.39

As indicated in the table 4.2, the findings on selection an aggregate mean value of 3.06, a moderate score with a standard deviation of >1. This result established that the respondents are not sure with the organizations selection procedure appropriateness. The standard deviation value indicated high i.e. that the participants’ responses are heterogeneous and widely spread from the mean.

Table 4.3: Mean and Standard Deviation of Remuneration, reward, and recognition

	Min	Max	Mean	Standard Deviation
Remuneration, Reward, and Recognition				
Employees are given positive recognition when they produce high quality work.	1	5	2.4958	1.40448
The organization offers a good benefits package compared to similar government organizations	1	5	2.1092	1.29452
The organization pays well.	1	5	1.9076	1.24603
The organization values individual excellence over teamwork.	1	5	2.3908	1.25059
The organization offers good opportunities for promotion	1	5	2.4748	1.53627
Aggregate value			2.27	1.34

As indicated in Table 4.3, the aggregate mean value of the second variable, Remuneration, Reward, and Recognition showed 2.27, a very low score indicating that the respondent's strongly disagree towards to the statements raised. They disagreed that the organization pay higher salaries compared to other similar ones, so they do not believe that the remuneration, reward and recognition schemes enabled the company to retain employees. The standard deviation value i.e. >1, showed a higher spread of responses among the observations.

Table 4.4: Mean and Standard Deviation of Training and Career Development

	Min	Max	Mean	Standard Deviation
Training and Career Development				
The organization does provide regular opportunities for personal and career development.	1	5	2.1513	1.36650
People are properly oriented and trained upon joining the organization	1	5	2.3067	1.43290
The organization has career development activities to help an employee identify, and improve abilities, goals, strengths and weaknesses.	1	5	2.1933	1.25134
Innovation and creativity are encouraged by the organization.	1	5	2.3235	1.27965
Aggregate value			2.24	1.33

As per Table 4.4, Training and Career Development showed low aggregate mean result, 2.24, indicating that the respondents have negative response towards training and career development. The standard deviation for this factor showed >1 indicating the scores deviation from the mean is high. Accordingly, the findings on training showed that majority of the respondents are not pleased with the organizations training and career development, i.e. they do not value and pointed that the organization do not have proper or non training delivered to them, and even those trainings are not planned and conducted by a qualified trainers. They also indicate that the career development activities do not help an employee to identify, and improve abilities, goals, strengths and weaknesses. And further the result shows Innovation and creativity are not encouraged by the organization.

Table 4.5: Mean and Standard Deviation of Turnover Intention

	Min	Max	Mean	Standard Deviation
Turnover Intention				
I don't have any intentions of quitting my present job	1	5	2.3120	1.57724
often think about quitting my present job	1	5	3.6218	1.53917
will probably look for a new job in the next year	1	5	3.7950	1.43917
As soon as possible, I will leave the organization	1	5	3.5294	1.57082
Aggregate value			3.31	1.53

According to Table 4.5, the aggregate mean value for Turnover Intention fall under moderate score 3.31 indicating that the respondents have neutral response to the statements raised. Even though the result of mean value fall on moderate for this variable compared to the other variable above its higher this shows that the intention of the employees towards think about quitting their job, or the probability of looking for a new job in the next year or leaving the organization as soon as possible shows that they do not intend to work with the organizations for longer. The standard deviation for this factor showed a high value >1 , indicating not similar perception among respondents.

4.4 Correlation Analysis

Correlations					
		Selection	Remuneration reward and recognition	Training and career development	Turnover intention
selection	Pearson Correlation	1	.271**	.232**	-.036
	Sig. (2-tailed)		.000	.000	.532
	N	311	311	311	311
Remuneration reward and recognition	Pearson Correlation	.271**	1	.618**	-.092
	Sig. (2-tailed)	.000		.000	.106
	N	311	311	311	311
Training and career development	Pearson Correlation	.232**	.618**	1	-.162**
	Sig. (2-tailed)	.000	.000		.004
	N	311	311	311	311
Turnover intention	Pearson Correlation	-.036	-.092	-.162**	1
	Sig. (2-tailed)	.532	.106	.004	
	N	311	311	311	311

** . Correlation is significant at the 0.01 level (2-tailed).

Table 4.6 correlation analysis the independent and dependent variables

Correlation is used to answer the question if there is a relationship between two variables and to quantify the strength of linear relationship between the variables.

From table 4.6, we can see that the most correlated variable to the employees of EFPC turnover intention is Training and career development. The correlation, $r=-0.162$, indicates that employees satisfaction/appreciation/ towards the training and career development has a negatively strong relation with turnover intention. That is when employee's satisfaction with the training and development increases their intention to leave the organization decreases. The remuneration, reward and recognition, with $r=-0.092$, is the 2nd strongly correlated variable to employees turnover intention. This indicates that employees, who are not satisfied with the remuneration, reward and recognition of the organization will have a relatively higher intention to leave the organization. The next strongly correlated variable to employees turnover intention is selection, with $r=-0.036$.

4.5. Common Assumption Tests

The following are common assumption tests of the multiple linear regressions done in this study.

4.5.1 Multicollinearity Test

This assumption assumes that the independent variables are not highly correlated with each other. This assumption is tested by the Variance Inflation Factor (VIF) statistic as follows.

Table 4.7 below shows that all tolerance levels are more than 0.2 (Menard, 1995), and VIF is less than 10 (Meyer & Allen, 1991) proving that there is no multicollinearity problem.

Table 4.7 multicollinearity test

Model	Collinearity Statistics	
	Tolerance	VIF
Selection	.920	1.087
Remuneration, reward and recognition	.601	1.665
Training and career development	.614	1.630

4.5.2 Linearity Test

Linearity refers to the degree to which the change in the dependent variable is related to the change in the independent variables. To determine whether the relationship between the dependent variable (turnover intention) and the independent variables (selection, remuneration, reward, and recognition, and training and career development) is linear, plots of the regression residuals through SPSS had been used.

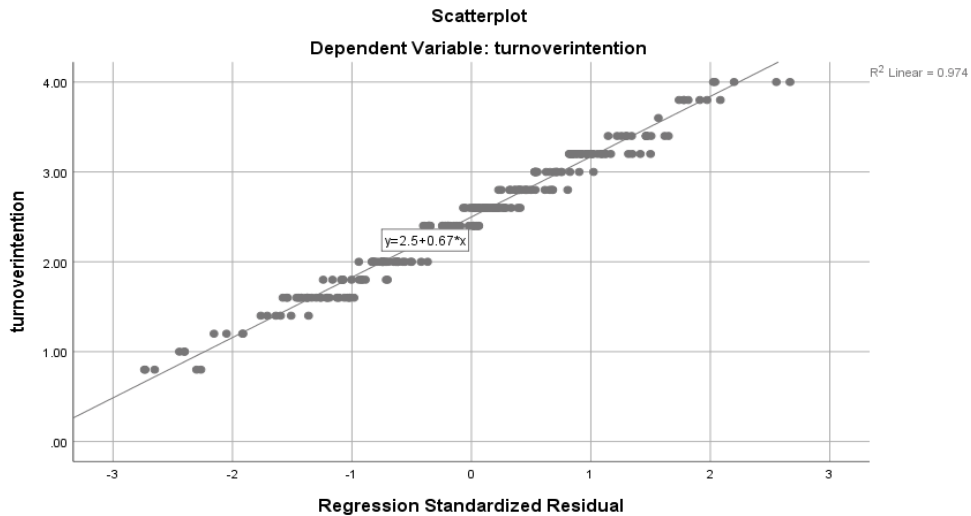


Figure 4.1 Linearity Test

The scatter plot of residuals shows no large difference in the spread of the residuals as we look from the left to the right in figure 4.1. This result suggests that the relationship that is being predicted is linear. Hence, the normality assumption is fulfilled.

4.5.3 Normality Test

The following figure shows the frequency distribution of the standardized residuals compared to a normal distribution. As can be seen from the figure, the data points are close to the diagonal line confirming that there is normality.

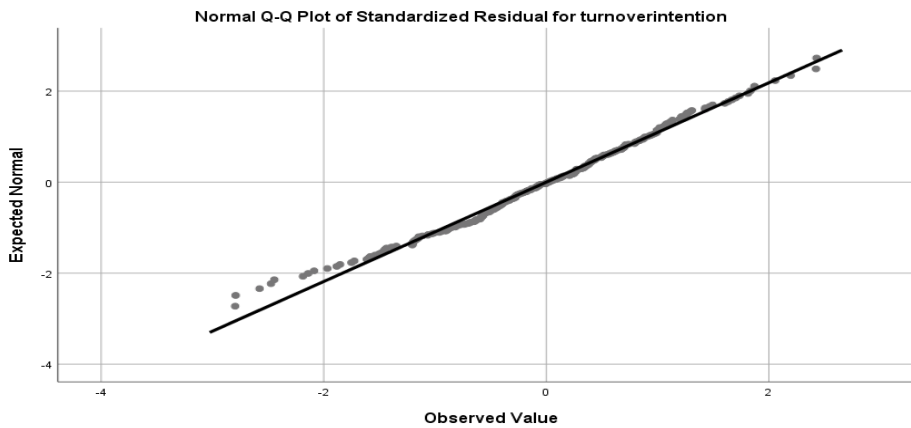


Figure 4.2 Normal Q plot of standardized residual

4.5.4. Homoscedasticity

According to Tabachnick and Fidell (2001), this assumption requires that the variance of error terms is similar across the independent variables. This assumption can be checked by visual examination of a plot of the standardized residuals (the errors) by the regression standardized predicted value.

The next figure shows that the amount of error or the distance from the line to the dots stays constantly similar and confirms that we have homoscedasticity.

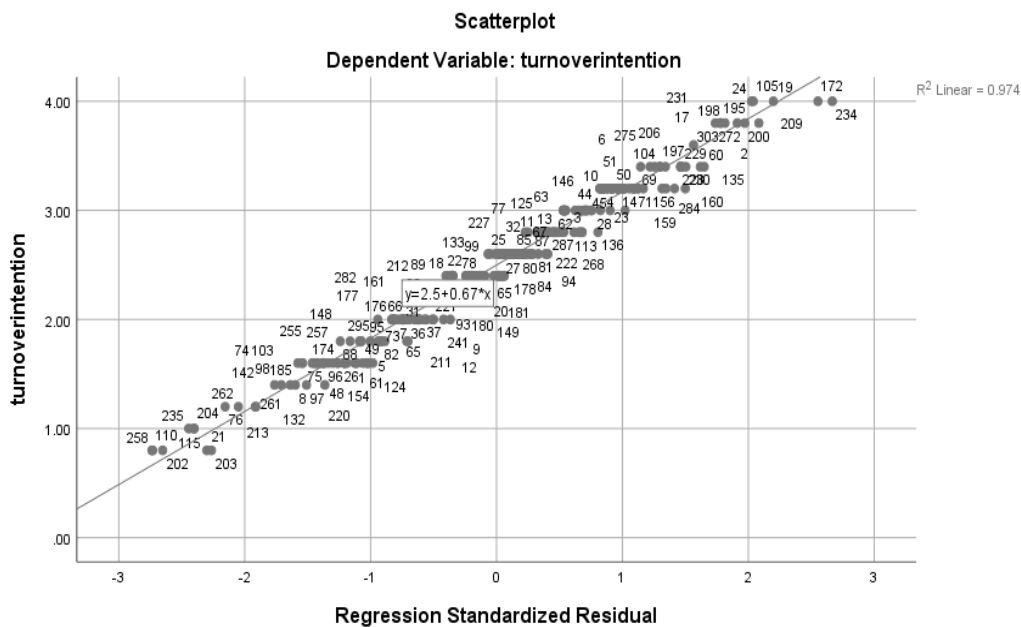


Figure 4.3 Scatterplot for testing homoscedasticity

4.5.5. Regression Results

In this research, the “Unstandardized beta coefficient” and the “Adjusted R²” values are used to analyze the results of the regression. The unstandardized beta coefficients represent the amount by which the dependent variable changes with one unit change in the independent variable

keeping others constant, while the Adjusted R Squared figure shows the extent to which the change in the independent variable explains the dependent variable.

Table 4.8 Regression Results (Unstandardized Coefficients) for Turnover Intention as Dependent Variable

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.738	.141		19.349	.000
	Selection	8.264E-5	.040	.000	.002	.998
	Remuneration reward and recognition	.009	.052	.013	.180	.857
	Training and career development	-.143	.061	-.170	-2.359	.019
	R					.162 ^a
	R2					.026
	Adjusted R2					.017
	Std. Error of the Estimate					.67074

The results of regression analysis indicated that the independent variables explained 1.7% of the variance in turnover intention ($R^2=2.6$, $F(df1,df2)=\dots$, $p<0.01$). Table 4.11 shows that, remuneration reward and recognition is the strongest predictor of turnover intention ($\beta = .009$, $p=.857$) followed by selection ($\beta = 8.264E-5$, $p=.998$). However, Training and career development is not a predictor of turnover intention ($\beta =-.143$, $p=.019$) and has not been found to be significant ($p > 0.05$). Therefore, the overall results shows remuneration reward and recognition have a positive and significant impact on turnover intention.

CHAPTER FIVE

Summary of Findings, Conclusion, and Recommendation

This chapter provides a summary of the purpose, methodology, and results of the study. Then, conclusions will be discussed based on researcher's insights gained from the study findings and limitations of the study are outlined. In addition, recommendations are presented for the organization under the study as well as directions for researchers who are interested in further exploring more research extending the scope and findings of this study.

5.1 Summary of Findings

The purpose of this study is to examine the effect of the selected human resource practices on turnover intention of employees in the case of civil employees of the EFPC. To this end, the study has considered selected human resource factors, specifically, selection, remuneration reward and recognition, training and career development. To explore the stated research problem, the study has adopted descriptive research design. Accordingly, the data was gathered using structured questionnaire and the data collected through this questionnaire was analyzed quantitatively. This section therefore, summarizes and presents the core points and major findings as follows:

- ❖ The response rate proved adequate and acceptable, (i.e. 82%) to analyze and report the findings. The demographic mix of the respondents also confirmed the study's purpose the majority accounted from secondary education, young & productive work force with age group between 18-30.
- ❖ The aggregate mean score for selection indicated a Moderate score of 3.06, indicating that the majority of the respondent's marginally in agreement with the raised statements.

The standard deviation result is 1.39, $P > 0.1$, indicating the wide spread scores from the mean (varying perceptions).

- ❖ The aggregate mean score for Remuneration, Reward, and Recognition; and for Training and Career Development showed low, (2.27 and 2.24 respectively) indicating that majority of the respondents are in disagreement with the statements raised and not pleased with the provisions of both factors. Whereas, the last item for turnover intention (mean 3.31) which showed an aggregate mean of a moderate score indicating that majority of respondents are marginally in agreement with the raised statements except the intentions of quitting their present job. While the aggregate standard deviation for remuneration, reward, and recognition, training and career development & turnover intention showed high > 0.1 , which is varying perception.
- ❖ The studied employee Turnover Intention predictors/factors established a correlation with the person coefficients $P > 0.01$ and r value between -0.162 to 0.618 indicating from a negative to positive relationship with employee turnover intention.
- ❖ The common assumption checks shows that the collinearity information asserted that there is no opportunity of multicollinearity and the linearity take a look at additionally confirms the viability of the model.
- ❖ The regression model summary result has established, 2.6% of the variation on employee intention to stay is explained by selection, Remuneration reward and recognition and Training and career development.
- ❖ Based on the unstandardized coefficients, Remuneration reward and recognition established the most contributing factor with $B = 0.009$ and followed by selection balance $B = 8.264E-5$ in predicting employee turnover intention.

5.2 Conclusions

The main purpose of this study was to examine the effect of the selected human resource practices on turnover intention of employees in the case of civil employees of the EFPC. The studies found that majority of the respondents do not have an intention to stay. This implies, employee turnover will continue to increase. Furthermore, from the latest turnover data taken for this research for the 2010E.C from table 1.1 the turnover intention rate is still high and as the researcher can see practically by being part of the CEHRD that the organization neither realized the challenges nor prepared to mitigate them with proper employee retention schemes.

Out of the studied factors, remuneration, reward, and recognition and training and career development demonstrated higher contribution, significance and relationship with employees' decision to stay. This established that a change on both factors would highly improve, increase or decrease the capacity of the organizations employee intention to stay. The above mentioned variables (remuneration, reward, and recognition and training and career development) are inversely related to turnover intention of the employees of the organization and the remaining predictor: selection is categorized based on its significance from medium to least.

Therefore, it can be concluded that, in order for the organization to improve employee intention of staying, they need to reconsider their understanding and practice of their employee administration practice. Furthermore, improving compensation (salary, pay, benefits), crafting appropriate training mechanisms where there will be regular opportunities for personal along with career development, opportunities for promotion, adequate support, open communication, participation, cooperation between one another could contribute to stabilize the organizations staff mobility and maintain their employee intention of staying.

5.3 Recommendations

Although there is no hard and fast blend of practices to keep employee loyal and or committed, an organization has to adopt and cope with employee turnover intention issues in time, otherwise it will end up with significant problem (Daniel, 2010). As shown by one of the major findings of this study, most of the respondents have less intention to stay and this signals that employee retention at the organization is at stake. This lack of intention to stay will lead to high turnover and frequent employee changes, which in turn deteriorates the already lower quality, standard and performances which in often seen in most government organizations in Ethiopia. Therefore, to tackle these challenges, it is advisable for the EFPC consider the following recommendations.

The organization needs to examine the effectiveness of the actual selection process in predicting employee turnover intention. This can be done during the process of recruitment which requires an understanding of the selection process that occurs beyond matching the knowledge, skill and abilities of the candidates i.e. giving an emphasis to general types of qualifications and dispositions on the part of the recruit can be part of an effective retention strategy. Orientation practices can also be of crucial importance to make workers stay over a longer time. Good initial orientation to the newly-hired employee can not only help to make the new person feel welcome and provide him or her information about how to cope with the demands of the workplace, and any possible problems that may arise.

In order to motivate productive employees, the organization must conduct a better remuneration reward and recognition scheme i.e. giving positive recognition when they produce high quality work, scanning other similar organization who are providing good benefits packages and do as well and also mainly creating a better opportunities for promotion. Flexibility in benefit packages

can also enhance retention, as it creates responsiveness to the specific needs and circumstances of individual employees.

The training and career development practice of the organization which also needs to be re-established for its civil employees as if there is little or none. Training is the best reward that the enterprise give to employees, is also a kind of welfare of employees. At the same time, training is an important premise of employee's promotion and self-development. Having a better training and career development practice helps an organization to ensure the provision of opportunities for every employee, in order to ensure that the workforce is highly skilled and thereby enhancing employees' organizational citizenship and bring direct positive impact on employee intention to stay. Thus, in order to overcome the challenges the organization first have to create a situation where newly hired employees join the organization giving appropriate training before they get deployed to work.

Next the organization have to provide opportunities that employees can develop personally especially in education because as it can be seen on the survey most of the staff are on the secondary level education by providing education to employees which intern will help employees can identify and improve their abilities and achieve higher career development and improve their skills that make the organization advantageous, and employees will be committed highly to their duties and responsibilities, futuristically will lead to lower turnover intention will be lowered.

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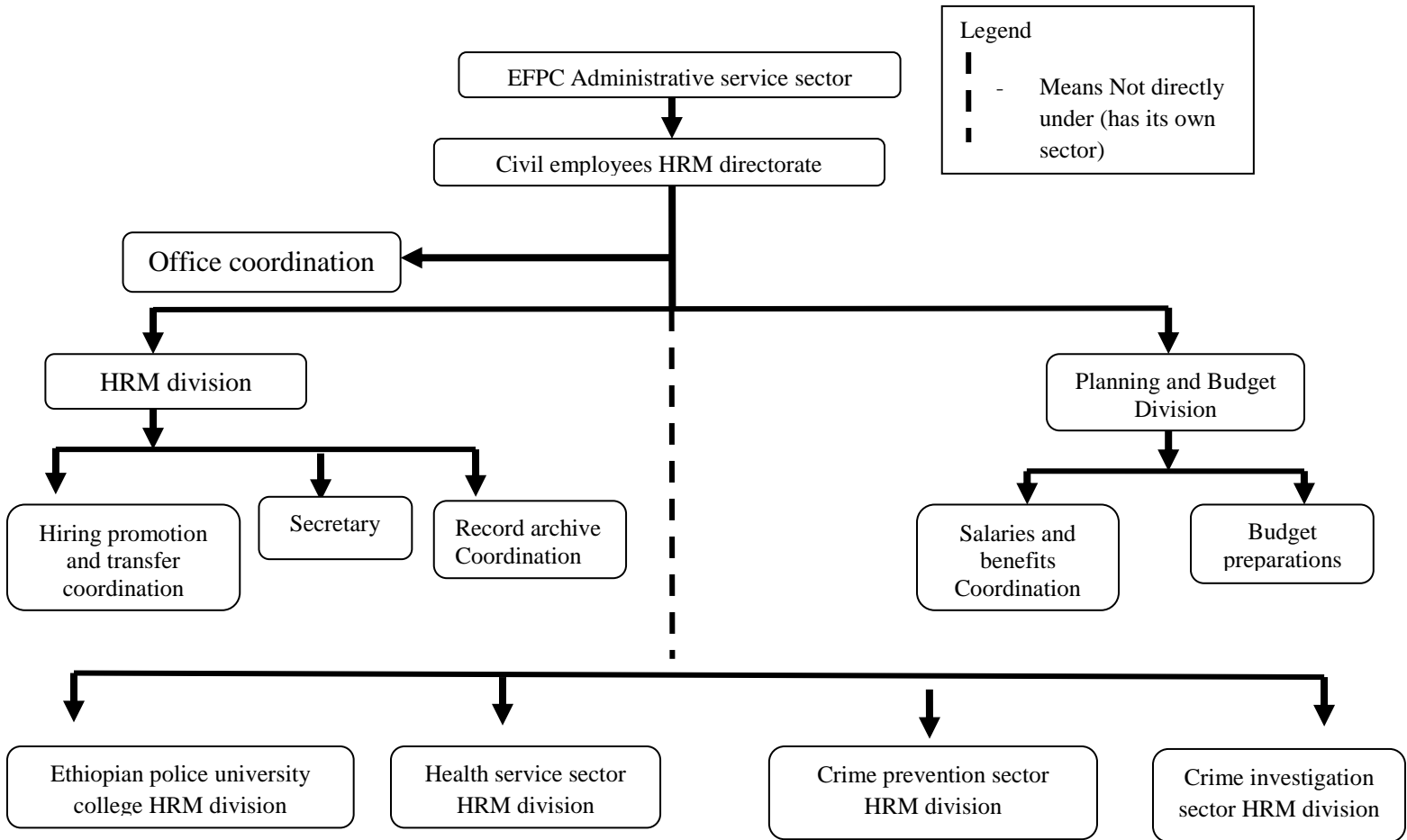
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APPENDIXES

APPENDIX I *Demographic data of civil Employees of the Ethiopian Federal Police Commission*

Bio data		Number of staff	Percentage
Gender	Male	251	24%
	Female	814	76%
Age Range	18 - 25	332	31%
	25 – 30	277	26%
	30 – 35	182	17%
	35 – 40	112	11%
	40 and above	162	15%
Position	Managerial and non-managerial	143	13%
	Janitors, laborers and cooks	721	68%
	Physicians and health professionals	201	19%
Educational Qualification	Elementary education	273	26%
	Secondary education	413	39%
	Diploma	156	15%
	First degree	197	18%
	Second Degree & above	26	2%
Experience	Less than 1 years	343	32%
	1 - 4 years	273	26%
	4 - 8 years	192	18%
	8 - 12 years	91	8%
	above 12 years	166	16%

APPENDIX II *Chart of different civil HRM departments in Ethiopian Federal Police Commission*



APPENDIX III *Data Collection Instrument /Questionnaire/*

Dear Respondent:

My name is Esayas Yohannes and I'm a final year post graduate student at Addis Ababa University, School of Commerce, in the Human Resource Management program.

This questionnaire is intended to investigate the Effect of Selected Human Resource Management Practices (i.e Selection, remuneration, reward and recognition, training and career development) on Employee Turnover Intention and data collected will be used only for academic research and will never be used for any other purpose. I appreciate your honest response for the effective completion of the research being undertaken. You are cordially invited to participate in the research. Your feedback will be kept strictly confidential.

Thank you!

Questionnaire on the Effect of Selected Human Resource Management Practices on Employee Turnover Intention

Demographic Information

Please read and follow all instructions carefully.

PLEASE ANSWER ALL QUESTIONS

Tick the appropriate response(√)

1. Gender

Male Female

2. Age Range:

18-25 35-40

25-30 40 and above

30-35

3. Qualifications:

Primary school completed

First Degree

Secondary/high school

Second degree and above

Diploma

4. Job Title: _____

5. How long have you been working for this (your current) employer/organization?

Less than 1 year

8-12 years

1-4 years

12 years and above

4-8 years

Section 2: Questionnaire Part B – selected HRM practice (*Selection, remuneration, reward and recognition, training and career development*) questionnaire

Please indicate your level of agreement or disagreement (where 1 = strongly disagree, 2=disagree 3= neutral, 4=agree and 5 = strongly agree).

1. SELECTION

How exactly do the following statements best describe your personal fit with the organization?

		1	2	3	4	5
1	Advertisements are used by the organization for selection					
2	In this organization, the selection system selects those with the desired knowledge, skills and attitudes					
3	Appointments in this organization is based on merit					
4	I found the organization as I expected it will be when before I joined					

2. REMUNERATION, REWARD, AND RECOGNITION

How correctly do the following statements describe the organizations remuneration, reward, and recognition system?

		1	2	3	4	5
1	Employees are given positive recognition when they produce high quality work.					
2	The organization offers a good benefits package compared to similar government organizations					
3	The organization pays well.					
4	The organization values individual excellence over teamwork.					
5	The organization offers good opportunities for promotion					

3. TRAINING AND CAREER DEVELOPMENT

How do the following statements describe the organization's training and career development practices?

		1	2	3	4	5
1	The organization does provide regular opportunities for personal and career development.					
2	People are properly oriented and trained upon joining the organization					
3	The organization has career development activities to help an employee identify, and improve abilities, goals, strengths and weaknesses.					
4	Innovation and creativity are encouraged by the organization.					

4. TURNOVER INTENTION

Indicate, on the scale provided, how would you rate your chances of leaving/resigning from this job.

		1	2	3	4	5
1	I don't have any intentions of quitting my present job					
2	often think about quitting my present job					
3	will probably look for a new job in the next year					
4	As soon as possible, I will leave the organization					

የተመረጡ የሰው ኃይል አስተዳደር ተግባራት በሠራተኞች የመልቀቅ ወይም የመቆየት ውሳኔ ላይ ያላቸውን ተጽዕኖ አስመልክቶ የተዘጋጀ መጠይቅ

ውድ የዚህ መጠይቅ ተሳታፊዎች፡-

ስሜ አሳያስ ዮሀንስ ሲባል በአዲስ አበባ ዩኒቨርሲቲ የንግድ ስራ ት/ቤት ውስጥ በሰው ሀብት አስተዳደር ፕሮግራም የሁለተኛ ዲግሪ ተመራቂ ተማሪ ስሆን፤ ይህ መጠይቅ የተዘጋጀበት ዋናው ዓላማ በተመረጡ የሰው ኃይል አስተዳደር ተግባራት ማለትም (የአዲስ ሰራተኛ ምልመላ/መረጣ፣ክፍያ፣ ሽልማት እና እውቅናን አሰጣጥ፣ሰልጠና የሙያ ማሻሻያ) አስመልክቶ በሠራተኞች የመልቀቅ ወይም የመቆየት ውሳኔ ላይ ያላቸውን ተጽዕኖ ለመመርመር የተዘጋጀ ሲሆን የሚሰበሰበውም መረጃ ትምህርታዊ ለሆነ ምርምር ብቻ እንጂ መቼም ለሌላ አላማ ጥቅም ላይ አይውልም። እየተካሄደ ያለው ጥናት በተሳካ ሁኔታ እንዲጠናቀቅ ለሚያደርጉት ልባዊ ምላሽ እያመሰገንኩኝ በጥናቱ ውስጥ እንዲሳተፉ በአክብሮት የተጋበዙ ሲሆን የሚሰጡትም ግብረመልስ ሚስጥራዊ እንደሆነ የሚቀመጥ ይሆናል።

አመሰግናሁ

ክፍል 1፡-የግል መረጃ

ከዚህ በታች የተዘረዘሩትን ሁሉንም ጥያቄዎች በጥንቃቄ በማንበብ እና ሁሉንም መመሪያዎችን በመከተል መልስ ይስጡ

ተገቢውን ምላሽ ላይ ምልክት ያድርጉ (✓)

1. ጾታ

ወንድ ሴት

2. ዕድሜ፡-

ሀ. 18-25

ለ. 25-30

ሐ. 30-35

መ. 35-40

ሠ. 40 ወይም ከዚህ በላይ

3. ያለዎት የትምህርት ደረጃ

- የመጀመሪያ ደረጃ (1-8)
- ሁለተኛ ደረጃ (9-12)
- ዲፕሎማ
- የመጀመሪያ ዲግሪ
- ሁለተኛ ዲግሪና ከዚያ በላይ

4. የያዙት የስራ መደቡ መጠሪያ _____

5. በመስሪያ ቤቱ ምን ያህል ወራት/ዓመታት አገልግለዋል?

- ከ1 ዓመት በታች ከ8-12 ዓመት
- ከ1-4 ዓመት 12 ዓመትና ከዚያ በላይ
- ከ4-8 ዓመት

ክፍል ሁለት:- ከዚህ በታች በቀረበው መጠይቅ መሰረት ያለዎት ስምምነት ወይም አለመስማማት ምክንያት በደረጃ ያመልክቱ (ማለትም 1= አጥብቀው የማይስማሙ 2=የማይስማሙ 3=ገለልተኛ 4=የሚስማሙ 5=አጥብቀው የሚስማሙ)

1. ሰራተኞች ከመቀጠራቸው በፊት የሚደረገውን ምልመላ/መረጣን አስመልክቶ ከዚህ በታች ያለው ዓረፍተ ነገር ከድርጅቱ ጋር ያለዎትን ግኑኝነት እንዴት ይገልፀዋል?

		1	2	3	4	5
1	አዲስ ሰራተኞችን ለመመልመል/ለመምረጥ ተቋሙ ማስታወቂያ ይጠቀማል					
2	በዚህ ተቋም ውስጥ የመምረጫው/የመመልመያው ስርዓቱ ተፈላጊ ዕውቀቶችን፣ ችሎታዎችን እና አመለካከቶችን ያገናዘበ ነው					
3	በዚህ ተቋም ውስጥ የሚደረጉ ምደባ/ቅጥር በክህሎት ላይ የተመሠረቱ ናቸው					
4	ተቋሙን ከማቀላቀሉ በፊት እንደጠበቅኩኝ ሆኖ አግኝቼዋለሁ					

2. ክፍያ ሽልማት እና እውቅናን አሰጣጥን አስመልክቶ ቀጥሎ የተዘረዘሩት መግለጫዎች የድርጅቱን ክፍያ ሽልማትና እውቅና አሰጣጥ ዘዴዎች ምን ያህል በትክክል ይገልጻሉ?

		1	2	3	4	5
1	ክፍተኛ ጥራት ያለው ሥራ ሲሰሩ ሰራተኞች አዎንታዊ እውቅና ይሰጣቸዋል					
2	ተቋሙ ከተመሳሳይ የመንግሥት ድርጅቶች ጋር ሲነፃፀር የተሻለ ጥቅማ ጥቅሞችን ያቀርባል					
3	ተቋሙ ጥሩ ይከፍላል					
4	ተቋሙ የግለሰብ ብቃትን ከቡድንስራ ብልጫ ይሰጣል					
5	ተቋሙ ሰራተኞችን ለማሳደግ መልካም አጋጣሚዎችን ይፈጥራል					

3. ስልጠና የሙያ ማሻሻልን አስመልክቶ

የሚከተሉትን መግለጫዎች የተቋሙ ስልጠናና የሙያ ማሻሻያ ልማዶች እንዴት ገልጾታል?

		1	2	3	4	5
1	ተቋሙ የግል እና የሙያ ማሻሻያ እድሎችን በመደበኛነት ለሠራተኞች ይፈጥራል					
2	አዲስ የሚቀጠሩ ሠራተኞች ወደ ስራ ከመሰማራታቸው በፊት አስፈላጊ የሆነ ገለጻና የስራው ስልጠና ይሰጣቸዋል					
3	ተቋሙ አንድ ሠራተኛ ያለውን ችሎታ በመለየት፣ የሚያስቀምጣቸውን ግቦችን፣ ጥንካሬና ድክቶችን ለማሻሻል የሚያግዙ የሙያ ማሻሻያ አሰራሮችን አሉት					
4	ተቋሙ ፈጠራና አዳዲስ ክህሎቶችን ያበረታታል					

4. በስራ ላይ ለመቆየት ወይም ለመልቀቅ ያለዎት ፍላጎት

ከዚህ በታች በቀረበው መለኪያ መሠረት በተቋሙ ያለዎት የመቆየት ወይም የመልቀቅ ሁኔታ እንዴት ይገልፁታል?

		1	2	3	4	5
1	እኔ አሁን የያዘኩትን ሥራ የመተው ምንም ፍላጎት የለኝም					
2	ብዙውን ጊዜ ሥራዬን መልቀቅ አስባለሁ					
3	ምናልባት በሚቀጥለው ዓመት ውስጥ አዲስ ሥራ እፈልግ ይሆናል					
4	በተቻለኝ ፍጥነት ይህን ተቋም መልቀቅ እፈልጋለሁ					