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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE**

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**DEPARTMENT OF HUMAN RESOURCE MANAGEMENT**

**FACTORS AFFECTING EMPLOYEE RETENTION  
(A CASE STUDY ON TWO INTERNATIONAL ORGANIZATIONS)**

**By: Kidist Mulugeta (GSD/9785/08)**

**A Thesis proposal submitted to Addis Ababa University School of Commerce in  
partial fulfillment of the requirements for the degree of Master of Arts in  
Human Resource Management**

**Advisor: Adane Atara (PhD)**

**March 2021**

**Addis Ababa, Ethiopia**

## **STATEMENT OF DECLARATION**

I declare that this research paper entitled “Factors Affecting Employee Retention: A case study of two International Organizations in Addis Ababa” is my original work in partial fulfillment of a Degree of Master of Arts in Human Resource Management from Addis Ababa University College of Business and Economics School of Commerce. All the sources of materials used in this study have been appropriately acknowledged.

Declared by: - Kidist Mulugeta

Signature: \_\_\_\_\_

Date of Submission: \_\_\_\_\_



**School of Commerce**

COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF COMMERCE DEPARTMENTS

OF HUMAN RESOURCH MANAGEMENT

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**Approved By Board of Examiner**

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## **CERTIFICATION**

This is to certify that this thesis work entitled “Factors Affecting Employee Retention: A case study of two international organization in Addis Ababa” has been submitted in partial fulfillment of the requirements for the award of the Degree of Master of Arts in Human Resource Management. This work is original in nature and done under my supervision and guidance.

**Adane Atara (PhD)**

Signature:-\_\_\_\_\_

Date:-\_\_\_\_\_

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## LIST OF ABBREVIATIONS

<b>JSI</b>	John Snow Inc.
<b>USAID</b>	U.S. Agency for International Development
<b>HRM</b>	Human Resource Management
<b>HCD</b>	Human capital development
<b>ANOVA</b>	Analysis of Variance

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## **ABSTRACT**

*Employee Retention and turnover has become the top workforce management challenge in today's dynamic business environment. Global trends indicate that talent shortage has become a prominent issue globally and caused a serious competition in the labor market. Therefore, it is crucially important for companies to retain their top performers even though it is a challenging issue encountered by many organizations. Thus, the purpose of this study is to identify and analyze the major factors that affect employee retention in international organization in Addis Ababa – A case study of two organizations.*

*The objective of the study was to explore the relationship between employee retention and Six commonly identified factors; compensation, work-life-balance, organizational culture, Health and wellbeing programs, personal development and superior-subordinate relationship. A quantitative approach was used and data were collected through questionnaires and analyzed using STATA after coding and cleaning. Data were analyzed using frequency, correlation, and regression analysis. Multiple regression model was applied to determine the cause and effect relationship between the dependent and independent variables. The findings revealed that Demographic variables are important in explaining retention rate. Marital status and age are statically significant determinants that affect retention rate the most important variables that contributes to employee retention are compensation structure, organizational culture and personal development programs are identified as the major in order of importance.*

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Introduction**

This research is aimed to explore factors affecting employee retention in the case of two international organizations operating in Addis (Fintrac Inc. and John Snow Inc.). The relationship between the independent variable and dependent variables was examined in order to answer the research questions and achieve the objectives of this research. Hence, this chapter discuss about the background of the research, research objectives and questions, hypotheses of the research, the scope of the study, the significance of the study, the organization of the study and operational definitions of the study were stated briefly.

### **1.2 Background of Study**

Employee retention is an organization's ability to retain its employees and hence maintain a lower turnover. It can also be called as a process, in which employees are motivated and encouraged to stay in an organization for a longer period of time for the sustainability of the organization. Employee retention and turnover ranks as the top workforce management challenge, cited by 47% of HR leaders surveyed for the 2018 SHRM/Globeforce Employee Recognition Report. It is the third consecutive year this challenge has topped the list.

Why does employee retention matter? Turnover disrupts the flow of a functioning workforce. When an employee leaves, they can leave behind a significant knowledge gap, creating more work as the remaining team members pick up the pieces and Recruiting and training a new employee requires staff time and money. According to recent researches every time a business replaces a salaried employee, it costs between one-half to two times their salary.

It is impossible for an organization to survive if its top performers quit. It is essential for the management to retain its valued employees who think in favor of the organization and contribute their level best. The ultimate aim of Employee retention is to make both the stakeholders, i.e., employees and employer happier. It facilitates loyal employees staying to the company for a longer duration, which in turn will benefit both the stakeholders. There can be many reasons for an employee to leave an organization. It is very essential for an organization to know the

reasons, which can help the organization in making the job attractive and encourage the employees to stay with the organization.

Several studies suggest that it is a requirement to measure the key factors which influence the retention rates, such as salary expectations, employee engagement, working environment and boss/managers. Once these measurements are identified, the initiatives are to be planned and to be implemented for improvement of the retention rate.

The study conducted by Jaime McDougall (2018) highlights retention mechanisms to prevent employees from leaving. She argues that Retention is more of a strategy than an outcome. It takes careful attention and maintenance to cultivate an engaged and loyal workforce. Like many organizations, instant pay benefit is believed to significantly improve employee retention.

However, determinants of employee retention go beyond just pay. Wages and compensation are the biggest reason why employees wish to change jobs. But security and consistency of work, opportunities for advancement, employee engagement, and organizational culture, also factor in quite strongly. These patterns hold across developed and developing countries. In the Kenyan formal sector (Dziwengo 2010), there is evidence that employee engagement and organizational culture are the largest determinants of employee retention. Other experiences also inform that compensation is not the only factor that determines whether an individual will be happy in a job or not. The compensation needs to be fair relative to the work being done, and relative to how much others are making as well.

Despite a strong empirical support on several factors affecting employee retention, firm level assessment is mandatory to identify the specific factors influencing retention. This study tries to identify major factors affecting employee retention in the two international organizations and measure the extent of the influence of these factors by testing formulated hypotheses and prioritizing these factors into most influencing and least influencing order to recommend the possible solution in order to tackle these most critical factors in the organization.

### **1.3 Statement of Problem**

Employee retention is emerging as the current critical challenges of human resource management. Employee turnover is costly. Turnover affects the performance of an organization, and it becomes increasingly difficult to manage as the competition for skilled employees continues to increase. Findings from a Chartered Institute of Personnel Development (CIPD) study on employee retention factors found that more than four-fifths of employers had difficulty retaining employees.

An organization needs employees who are loyal and work hard with full dedication to achieve the organization's objective. Additionally, there are oversights costs, which traditional organizations fail to note. Keeping track of employee retention is important because disengaged employees and turnover costs are wildly expensive. Several studies have found the total cost of losing an employee could range from tens of thousands of dollars to 1.5-2X the position's annual salary. Some studies calculate that entry-level employees who make an average salary cost 30% - 40% of their annual salary to replace (Daily Pay 2018).Improving retention is the only way to negate this expense; therefore, an organization needs to track retention to see if there is room for improvement.

Several studies were conducted on factors affecting employee retention upon the various industries all over the world- in government institution, private sector and service giving organization and so on. The studies have identified several internal and external factors that could directly and indirectly affect employee retention. In Ethiopian context the literature search indicated that there are a few published studies regarding factors affecting employee retention mostly on the public sector. To the best of the researcher knowledge, no previous researches have been directly addressed factors affecting employee retention in international organization particularly in the case of Fintrac and John Snow Inc. It is therefore not clear from the literature whether the same factors has impact on employee retention in this specific sector or not .Therefore this study can contribute towards a better understanding on factors affecting employee retention in the selected organizations and to investigate the effect of identified factors on employee retention attempting to partially fill this empirical research gap in the specific sector.

The two international organizations selected to be the subject of this study are John Snow Inc. and Fintrac, Inc. Both organizations are one of the major USAID operating under similar HR Policies and procedures.

**John Snow Inc.** Supports the development of Ethiopia’s health supply chain through the USAID | DELIVER PROJECT, which has worked with the Federal Ministry of Health, the Pharmaceuticals Fund and Supply Agency and Regional Health Bureaus. JSI has provided nationwide support to improve the availability of essential medicines, diagnostics, contraceptives, vaccines, and consumable supplies in public health facilities and improved supply of all public health commodities through the Integrated Pharmaceutical Logistics System.

Year	Female	Male	Employees hired during the year	Total number of voluntary termination			% of employee retention
				Female	Male	Total	
2017	33	114	147	2	1	3	98%
2018	3	7	10	0	2	2	80%
2019	1	6	7	0	1	1	86%
2020	1	6	7	1	1	2	71%
	<b>38</b>	<b>133</b>	<b>171</b>	<b>3</b>	<b>5</b>	<b>8</b>	

Source Human resource department of John Snow Inc.

**Fintrac Inc.** is the USAID contractor which implement feed the future Ethiopia Value chain Activity project in Ethiopia which supports the government of Ethiopia’s objective of improving agricultural productivity and the commercialization of smallholder farmers through an inclusive approach that integrates nutrition-sensitive interventions and climate-smart agriculture with value chain development. The program is working across the country and operating with 4 regional offices and a head office in Addis. Currently the project has 183 employees working in the 5 main and regional offices.

Year	Employees hired during the year			Number of voluntary termination			% of employee retention
	Female	Male	Total	Female	Male	Total	
2017	18	36	56	1	1	2	96.4
2018	12	30	50	4	4	8	84
2019	11	26	60	6	17	23	61.7
2020	5	5	17	0	7	7	58.8
<b>Total</b>	<b>46</b>	<b>97</b>	<b>183</b>	<b>11</b>	<b>29</b>	<b>40</b>	

**Source: Human Resource Department of Fintrac Inc.**

Employee retention rate is a helpful statistic for an employer to calculate – both as a benchmark and as a periodic exercise to see where the company stands (typically quarterly or biannually). The formula is -divide the number of employees at the beginning of a period by the total number of employees at the end of a period to get the percentage (Kate Heinz, (2020), SHRM article, BuiltIn.com)

Standard employee retention rates are anywhere from 70% - 85% but vary greatly by industry and calculation method. According to the data Percentage if retention has been declined over the years in the two organization. There for, this study focuses on analyzing factor affecting employee retention and recommend possible mitigation strategies.

#### **1.4 Research Questions**

Based on the above stated problems the study tried to address the following research questions:-

1. What are the major factors affecting employment retention in the two organizations?
2. What are the termination triggering trends organizations need to pro-actively follow and act?
3. What kind of employee retention schemes are successful?

#### **1.5 Objectives of the study**

The main objective of the study is to assess the factors affecting employee retention in the two organizations. The specific objectives include: -

- i. To identify factors that affect employee retention by assessing the employees' attitude towards the existing organizational factors.
- ii. To rank the various significant variables in order of importance from the most critical to the least critical to determine the retention of workers.
- iii. To propose the possible retention strategy need to be adopted and practice to retain employees in the organization.

## **1.6 Hypothesis**

Based on the above objective the main research hypotheses are;

- H1: Financial benefits are significantly and positively related to job retention.
- H2: Work-life balance policies have a positive relationship with employee retention.
- H3: Organizational culture is positively related to job retention.
- H4: The more opportunity for career development and training the less will be the employee to leave the organization.
- H5: Effective superior-subordinate relationship related to higher retention rate
- H6: The more employees offered proper Health and well-being packages the less the retention rate.

## **1.7 Significance of the Study**

This research serves to support the two organizations in addressing the underlying cause and effects of why the staff turnover is increasing despite the immense effort made to retain staff. Tackling the root cause will no doubt revamp retention policies, secure its valuable staff members and also enable the organization to drive towards meeting its intending objectives. Additionally, this project work will provide academic research contribution.

## **1.8 Scope of Study**

Factors affecting employee retention is influenced by several factors. As the research takes comprehensive evidences and translates in to the case of the two international organizations, it limits the study in terms of geography, target groups, and issues. The two organization have 353 employees from which the researcher was selected the necessary sample that provides with the

essential information on the research questions. The study was targeted professional employees hired in the two organizations in various positions.

### **1.9 Limitation of the Study**

Due to time and resource constraints the research will only focus only two international organizations in Addis. It was conducted using staff available to respond for the questionnaire virtually or in person. This may affect the project work in limiting the target size of the study.

### **1.10 Organization of Study**

The study consists of five main chapters. Chapter one deals with background of the study, statement of the problem, basic research questions, and objectives of the study, hypothesis, and definition of terms, significance of the study and delimitation /scope of the study. Chapter two explores the literature review related to factors of job and turnover intention of employees. Chapter three explains the research design and methodology employed. In chapter four the researcher summarizes the results and interprets and discusses the findings. The last chapter, chapter five concludes the paper by providing summary and recommendations.

### **1.11 Definitions of Terms**

- **Research** – To study (something) systematically, gathering and reporting on detailed and accurate information.
- **Human resource management (HRM)**- is the practice of recruiting, hiring, deploying and managing an organization's employees.
- **Human capital development (HCD)** is the process of improving an organization's employee performance, capabilities and resources.
- **Employee retention** - An effort by a business to maintain a working environment which supports current staff in remaining with the company. Many employee retention policies are aimed at addressing the various needs of employees to enhance their job satisfaction and reduce the substantial costs involved in hiring and training new staff (Business Dictionary). Employee retention can also be defined as the ability of holding the talented and valuable employees in the organization from leaving their job for a longer period of time than the competitors (Johnson, 2000).

- **Turnover**- the ratio of the number of workers that had to be replaced in a given time period to the average number of workers.([www.thefreedictionary.com](http://www.thefreedictionary.com)).
- **Turnover intention**- Turnover intention is a measurement of whether an organization's employees plan to leave their positions. ([www.thefreedictionary.com](http://www.thefreedictionary.com)).
- **Employee Engagement** -Kahn (1990) argued that employee engagement is the “harnessing of the organization members’ selves to their work role in engagement as people employ and express themselves physically, cognitively, and emotionally during role performance”

## CHAPTER TWO: LITERATURE REVIEW

### 2.1 Introduction

Employee-retention is generally “the goal to keep employees loyal to their current workplace” (Huang et al., 2006). It is basically motivating and encouraging employees to remain in the organization for a longer period or until the completion of an ongoing-project (Bidisha, 2013). Thus, as cited by Govaerts et al (2010), the success and survival of an organization is highly dependent on their human resource. Therefore, an employer’s ability to retain employees is no longer an aspect of being a “good” place to work.

The world has seen a paradigm shift from human resource management (HRM) to Human capital development (HCD) which an emphasis on employee’s retention is important in an Organization. No doubt, employees are regarded as a life wire or key resources to sustain competitive advantage in an organization. The new paradigm consists of the knowledge, skills and abilities of the people employed in an organization which is indicative of their value (Armstrong, 2010). It has been evidenced through research that the quality of staff has a direct influence on the effectiveness of an organization. The demand and competition for highly qualified employees has increased which has become a challenge in recruiting and retaining talented employees. These trends have caused a more strategic approach to human capital development (Wilkin & Nwoke, 2011).

In the current highly competitive market high performers are snatched everyday where companies have worked so hard to build and develop their employee’s skills. Employees are the engines of any kind of institution – be it small, big, matured or newly established firm, etc. Staff turnover is one of the major challenges companies deal with. Hence it is vital for organizations to have a robust employment retention schemes to prevent their staff from leaving.

As we read from various literatures employee retention is an overall phenomena to be dealt within an organization but the cause and effect affecting individual employees may require different approach each time.

## 2.2 Types of Employee Retention

Employee retention may not always be desired. Employee retention is desirable only when employees demonstrate positive workplace behaviors and make positive contributions, but when this is not the case, retention may have a negative impact on the organization. An organization has to recognize the employees that will contribute positively to achieve the organizational goals, employee retention is distinguished in to two types functional and dysfunctional retention.( Sarah, 2017)

The concept of functional and dysfunctional retention is not simply “the percentage of employees remaining in the organization” (Phillips, & O’Connell, 2003, p. 2) and the basic projection on organizational wellbeing that goes along with it (i.e., high retention means the organization is well). Functional employee turnover can be useful and for an organization. As it can offset potential stagnation, reduce organizational conflict, Increase mobility and morale, eliminate low performers and encourages innovation with the entry of new blood (Griffeth and Hom, 2001). The challenges of employee retention that cannot be easily controlled by the organization; employees job boredom, their continuous looking for change, their unrealistic expectation from their jobs and overall the organizations incorrect employee recruitment and selection practices which can bring unsuitable employee (Echols, 2007)

**2.2.1 Functional Retention:** is the capacity of an organization to keep/continue employment of high performing employees, whereas dysfunctional retention may represent the continuing employment of poor performing employees (Williams, 2000). Functional retention adds value to the organization because employees work well together, work gets done efficiently, and organizational interests are furthered.

**2.2.2 Dysfunctional Retention:** On the contrary, the retention of employees who neglect to engage in the workplace or engage in deviant behaviors correspond to dysfunctional retention. Dysfunctional retention may be damaging to an organization not only because effort is withheld and morale among all employees may be negatively influenced, but also because deliberate acts intended to harm the organization may occur.

A framework titled "strategic retention and dismissal of employees" was developed to help organizations to choose between employee retention and turnover. This framework is based on two dimensions A: The employee choice "which expresses their intention to leave or to stay within the organization", B: The employee performance "which is divided into low and high performance".

According to Dalton, et al., (1982) framework, four cases were illustrated to distinguish retention and separation of employees.

**First case:** Functional Retention, if the employee has no intention to leave and is a good performer.

**Second case:** Dysfunctional Retention, if the employee has no intention to leave but he is a low performer.

**Third case:** Dysfunctional turnover, if the employee has an intention to leave and he is a high performer.

**Fourth case:** if the employee has an intention to leave and he is a low performer (Dalton, et al., 1982)

<b>Employee Choice</b>	<b>No intention to leave</b>	Desirable employee Remains <b>Functional Retention</b>	Undesirable employee Remains <b>Dysfunctional Retention</b>
	<b>Intention to leave</b>	Desirable employee Quits <b>Dysfunctional turnover</b>	Undesirable employee Quits <b>Functional turnover</b>
		<b>High</b>	<b>Low</b>
		<b>Employee Performance</b>	

Figure 2. 1: strategic retention and dismissal employees  
(Dalton , et al, 1982)

### 2.3 Theoretical Review

Over the years different theories have been developed on the subject of Employee Retention. Studies have been established to address the causes of employee turnover, factors related to job satisfaction and dissatisfaction, employee motivation and performance management.

Motivation is generally understood as the drive or the desire to do things. There are different reasons that motivate people and it varies between individuals, it can be financial rewards or it is an inner drive to make a difference. People are driven by so many things – by their passion, by the need for money or financial security and sometimes it is for the sake of recognition. For decades several researches has been done to uncover the factors underlying motivation. Research has identified the distinct relationship between motivation and behavior. It has a special significance in the context of workplace and performance. Abhijeet Pratap (2017). Motivation theories can be classified broadly into two different perspectives: content and process theories.

**Content theories:** focus on the “what” of motivation. More specifically they focus on the different things that people may feel they need in their lives. The theory states that people’s motivations will be based on getting the things that they think they need. It would be useful for managers to understand the sources of motivation for each individual employee. The basis of the content theories is that absence of motivating factors creates tension that can trigger a negative behavioral performance. Abhijeet Pratap (2017). Some famous content models include: Maslow’s Hierarchy of Needs, Herzberg’s Two Factors Theory, McClelland’s Theory of Needs, and Alderfer’s ERG Theory.

**Process theories** of motivation focus on the “how” of motivation. Instead of focusing on what people need, these models focus on the psychological and behavioral processes that humans follow. By understanding these processes it’s possible to understand the actions, interactions and contexts that motivate individuals’ behaviors. Some famous process theories of motivation include: Skinner’s reinforcement theory, Vroom’s Expectancy Theory, Adam’s Equity Theory, and Locke’s Goal Setting Theory.

From the two broad categories the connection between employee retention and the determinants are clearly stated in the Herzberg two factor theories and Equity theory.

### 2.3.1 Herzberg’s Two-Factor Theory/Motivator-Hygiene

An effective strategy to retain employee in an organization is not only dependent on intrinsic variables but rather a combination of both intrinsic and extrinsic variables. The dimensions of HR practices are directly or indirectly connected with satisfy/motivator and dissatisfy/hygiene advocated by Herzberg (1959). Regarding ‘satisfiers’, Herzberg noted that there were five features of work that bring about satisfaction, namely achievement, recognition, the job itself, responsibility and advancement. At the other end of the spectrum, Herzberg identified institutional politics, the management approach, supervision, pay, relationships at work and working conditions as factors that may demoralize employees.

The Two-factor theory has however drawn its share of criticism. Golshan et al. (2011) point out that it fails to distinguish between physical and psychological aspects and to precisely explain what motivators are and how they differ from hygiene factors. It also fails to express the degrees of satisfaction and dissatisfaction as a measure instead of using numbers. Another criticism leveled against it is that it makes assumptions that every individual will react in the same way in a similar situation. Badubi, R.M. (2017).

#### Herzberg's Hygiene and Motivational Factors



FIGURE 2. 2: Herzberg's two factor theory.

Source: Google Images: Herzberg's hygiene and motivating factors

### 2.3.2 The Equity Theory

Equity Theory (Adam's Equity Theory) explains the thought process an employee uses to determine the fairness of management decision making. The core of equity theory says that individuals judge the fairness of their treatment based on how others like them are treated. Employees make social comparisons to others who are similarly situated in the organization. Robert Tanner. (2018)

The factor of motivation in the equity theory lies on the perception of fairness of distribution of benefits from similar contributions into group tasks and personal relationships. The contributions are inputs an individual makes to an endeavor and the benefits are the outcomes from the successful execution of the activity. Most individuals prefer the outcome to be relatively commensurate with their inputs, especially when compared with outcomes gained from similar inputs provided by a colleague or another individual they are in a relationship with. Ahmad, K., & Azumah. K. K. (2012).

Equity theory shows that inequities (perceived or real) harm employee motivation. Employees who feel that they are receiving inequitable treatment will be emotionally motivated to gain equity. When inequities persist, employees may do any of the following:

- Decrease inputs (give less time, do less work)
- Push for more output from the company (more pay, authority)
- Go into survival mode (do their job and little more)
- Become resistant (act out on other issues)
- Become overly competitive (focus on reducing the outputs of others)
- Quit

These outcomes harm an organization's bottom line and where organizational turnover occurs the loss is two-fold (economic and talent based). Clearly, equity theory shows why employee

perceptions about fairness do matter. When employees believe that the workplace is unfair, they grow to distrust organizational leadership. When leaders choose to ignore this distrust, employee morale and motivation suffers. Robert Tanner. (2018)

## **2.4 Factors affecting employee retention**

In previous studies, there are several factors and HR practices that influence employee's retention in different kind of organizations. The following are the factors that are commonly identified in several previous studies : compensation, work-life-balance, organizational culture, personal development systems; superior-subordinate-relationship and health and well-being programs (Logan, 2000 George,2015; Moncarz et al,2009; Kossiviet al,2016; Umamaheswari and Krishnan,2016)

### **2.4.1. Compensation**

Compensation is defined as the sum of both financial and non-financial remuneration, offered to employees by employers for the provision of their valuable services (Osibanjo et al., 2014). It constitutes of wages/salaries, bonuses, incentives and other fringe-benefits like holidays, health-insurance and company-vehicles (Patnaik and Padhi, 2012). Compensation is identified as a motivator; and therefore, a key-retention-strategy (Gardner et al., 2004), which has a direct relationship with employee retention (Hytter, 2007).

The relationship between compensation and retention is not straightforward as it seems. It is crucial having competitive, market-level wages but it is equally important for the employers to know their employees motivations and goals. In a 2016 study on the Determining Factors of Employee Retention in the Open Journal of Social Sciences, researchers concluded that, "improved compensation can only increase retention capability in the short-term. For organizations to be more efficient in their attempt to make more employees stay in the organization for a long period, improved compensation should be coupled with quality of work life." In other words, compensation is not a sole reason for employee turnover; it is coupled with another major factor such as work-life balance and employer-employee relations (PWC, 2011). Thus, compensation is moreover a key-driver of retention, yet it alone will not retain employees in the long-term, as unlike in the past generations, today's employees, think much about the

worth of their job, in many other aspects, like work/life-balance and), rather than just focusing on pay-rates.

#### **2.4.2 Work-life balance**

In the current scenario of stiff competition, organizational productivity depends to a very great extent on the performance of employees which ultimately leads to job satisfaction. Organizations today strive to augment job satisfaction in their workforce to be more productive and to keep in pace with the competition that prevails in an era of globalization. Stress at work place is related to the various tasks performed by the employee in the workplace which is considered to be important determinants of performance of an employee (Dr. Rajendra&. Khushbu 2016). Work life balance is about creating and maintaining supportive and healthy work environments, which will enable employees to have balance between work and family responsibilities and thus strengthen employee's loyalty and productivity. According to Hudson (2005), work-life-balance was defined as a properly-planned balance between a person's personal-life and professional-life.

Work-life balance has become an important concept for both employers and employees of most organizations all over the world. The employees are not willing to work in such organization where the prevailing culture is not supportive and many even quit the job. Finding a suitable balance between work and family life is a big challenge. Furthermore, Kossivi et al (2016) and Arnolds (2005) stated that; jobs that offer work-life balance offer opportunities for employees to fulfill their family and other responsibilities; like child and elderly-care-commitments, educational-plans, religious-observances and fulfill the need for reduced levels of stress, with flexible-work (ACAS,2015). These will boost employee retention levels, whereas, work places which lack work-life-balance will be encountered with high turnover levels, implying low-retention levels.

#### **2.4.3 Organizational Culture**

Organizational culture is defined as a pattern of basic assumptions, invented, discovered or developed by a given group as it learns to cope with its problems of external adaptation and internal integration that have worked well enough to be considered valid and therefore is to be

taught to new members as the correct way to perceive, think and feel in relation to those problems (Megginson, Mosley & Petri, 2006 Schein, 2001).

Organizational culture is a collection of traits that make and on organization what it is. A great culture exemplifies positive traits that lead to improved performance, while a dysfunctional company culture brings out qualities that can hinder even the most successful organizations. Culture of organization creates commitment beyond the personal interests and benefits. Organizational culture gives a sense of identity to members in the organization. It is a normal way to guide people of what is expected of them at the work place.

Organizational culture is a combination of value system and assumptions which lead an organization to run its business. Schein (1992), view organizational culture as the prevailing climate and practices developed by the organization which affects how people are managed or relates to the espoused values system of the organization .Organizational Culture affects the way in which employee consciously or unconsciously think, make decisions and ultimately the way they perceive, feel and act. Many of the studies have focused on organizational culture and its relationship with employee retention. They recognized organizational culture as an important instrument capable of making employees stay with their current organizations. This view was corroborated by researchers who intimated that, employees elect to commit their work-life to an organization psychologically and physically especially when the values of the organization are in alignment with theirs. Thus, culture is the most important hallmark of excellent company.

#### **2.4.4 Personal development**

In today's world, where the life cycle of technology and products become shorter and shorter, update employees' knowledge and skill become more critical for both organizations and employees (Presbitero et al., 2016). In this regard, employees expected to learn new skills and knowledge to improve themselves and the work they do. It is important to them to feel that they are learning, growing and remaining competitive comparing to their industry peers. Thus, organizations that provide continuous training and skills upgrading programs can maintain their competitive advantage and at the same time are more likely to satisfy and retain their valuable employees. In addition, organizations also benefit from these training programs in term of

increasing organizational competitive advantage, effectiveness, and profitability (Aragón-Sánchez et al., 2003).

A company that puts the growth of its employees at the heart of its culture by investing in development offerings not only attracts new team members, but it also increases productivity, job satisfaction and encourages current talent to remain with a company. According to LinkedIn's 2018 workplace Learning report, 94% of employees would prolong their stay in a company that invests in their career development. The company's personal development offerings should inspire proactive, lifelong learning in their employees by providing them with learning opportunities throughout the many stages of their careers.

Development is no longer an optional incentive or reserved for only certain positions. It's *expected* by today's talent. It signals that employer values their people and is actively interested in their success — not just on the job, but over the long haul. Opportunities for personal development should be present and available for all employees. After all, when an employee learns and grows with their position, the business performs better. A lack of additional training or opportunities to grow skills could have top performers looking for other positions that will provide them with more experience. Organizations need to have open personal development policy. Empower employees to improve in the areas they wish to expand in. allocate extra budget for courses, conferences, and books and offer open lines of communication for employee feedback. Opportunities like these encourage a culture of growth in company.

#### 2.4.5 Superior-subordinate relationship

Poor management in the form of lousy structuring or unnecessary strictness can damage everything from productivity to workplace wellbeing. More pressingly, it can cost employee retention significantly . Employees don't quit because they don't like their jobs, they quit because they can't work with their managers or leaders. Steve Miranda, Managing Director of the Center for Advanced Human Resource Studies, Cornell University ILR School estimates that 80% of turnover is driven by the environment a manager creates for an employee.

Relationship with Immediate Boss is identified as among the top 10 most important factors that affects the retention of knowledge workers (Sutherland & Jordaan, 2004). Having a great and

supportive boss is mentioned in another paper as one of the top five reasons of retention (Bhatnagar, 2007). Supervisor support is also mentioned as a significant factor of affective commitment and employee retention (Ahsan et. al., 2014).

Employee's perception about the organization was identified to be strongly influenced by their relationship with the supervisor. This will keep workers much engaged at work, with open-communication with the supervisor and that will act as a pathway to gain employee commitment at work, thus increasing retention levels (Landsman, 2008). If this relationship is not strong, employees will easily be demotivated and will seek other job opportunities elsewhere (Kooker et al.,2007) Employees who feel valued, recognized and honored with a sense of belongingness to the organization will be actively engaged in achieving the goals and objectives of the business, with increased productivity, while increasing retention rates (Mathis and Jackson,2010). This will also build a high-level of trust between the employees and supervisors. Yet, Ghapanchi and Aurum (2011) further cited the importance of superior-subordinate relationship. Thus, ignoring the employees, not appreciating their commitments, not keeping them engaged at work, but only finding their faults and telling and blaming the wrong person, setting unrealistic-goals for the subordinates and unrealistic deadlines; make organizations fail in keeping up good, strong relationships between supervisors and subordinates, thus subsequently causing low employee retention levels (Mehta et al., 2014).

#### 2.4.6 Health and well-being programs

Health and well-being programs are such a welfare programs which is put forth by the employer to raise the working standard of the employees and to improve the lifestyle choices and health of workers, not only this Health and well-being programs may also has intention to upgrade the organizational and environmental practices to improve the overall health and safety of the workplace. Such a health & wellbeing program are recognized for influencing worker productivity and performance at work.( Prof.(Dr.) Sanjay D. Khairnar, 2018)

Offering a competitive health benefits package, including health and life insurance along with a retirement plan is a retention strategy worth investing in. When employers invest in health and wellness programs, it alleviates stress and allows employees to focus on doing their best work.

Traditionally, measures of health and work-related risk to health were largely focused on physical safety, for example, accidents, injury, slips, trips and hazardous chemicals; and interventions were mainly aimed at preventing harm. Over the last 20 years, however, there has been an increasing recognition of the importance of the psychosocial environment (i.e. the psychological and social elements of jobs and the workplace) and the risks presented form mental health, as well as the need to address the issues associated with physical and long term illness.

If wellbeing is lacking within an organization, it is inevitable that the workforce will be negatively impacted, with the business expected to witness higher levels of stress and sickness absence, as well as a reduction in engagement, productivity and morale. This climate creates a perfect breeding ground for high staff turnover – which, in turn, puts a strain on the remaining workforce and affects the reputation of the business as an employer of choice. It is therefore paramount that companies promote and maintain positive wellbeing in the workplace. Furthermore, employers who took part in Willis Towers Watson’s Global Talent Management and Rewards Study (2016) said that, helping employees manage stress is one of the top five ways to strengthen their retention programs. So when it comes to reviewing strategies to boost retention rates, it would be prudent for companies to focus their efforts on tackling stress from the very outset. Stress has been identified as the top health-related issue for companies, cited by 47 per cent of employers surveyed in the Global Benefits Attitudes Survey (GBAS) (2017).

The World Health Organization (2008, p.5) states that addressing diet and physical activity in the workplace has the huge contribution to improve the health status of workers; contribute to a positive and caring image of the company, improve staff morale, reduce staff turnover and absenteeism , enhance productivity and reduce sick leave, health plan costs and workers’ compensation and disability payments.

## **2.5 The conceptual Framework**

Several factors affecting employee retention forwarded and discussed by deferent scholars. The above literature review also discussed the commonly identified factors that affect employee retention. The researcher developed a conceptual framework that clearly depicted the

relationship between the independent and dependent variables based on the insights gained from the theoretical and empirical literature review in order to meet the objectives, hypotheses and research questions of the research.

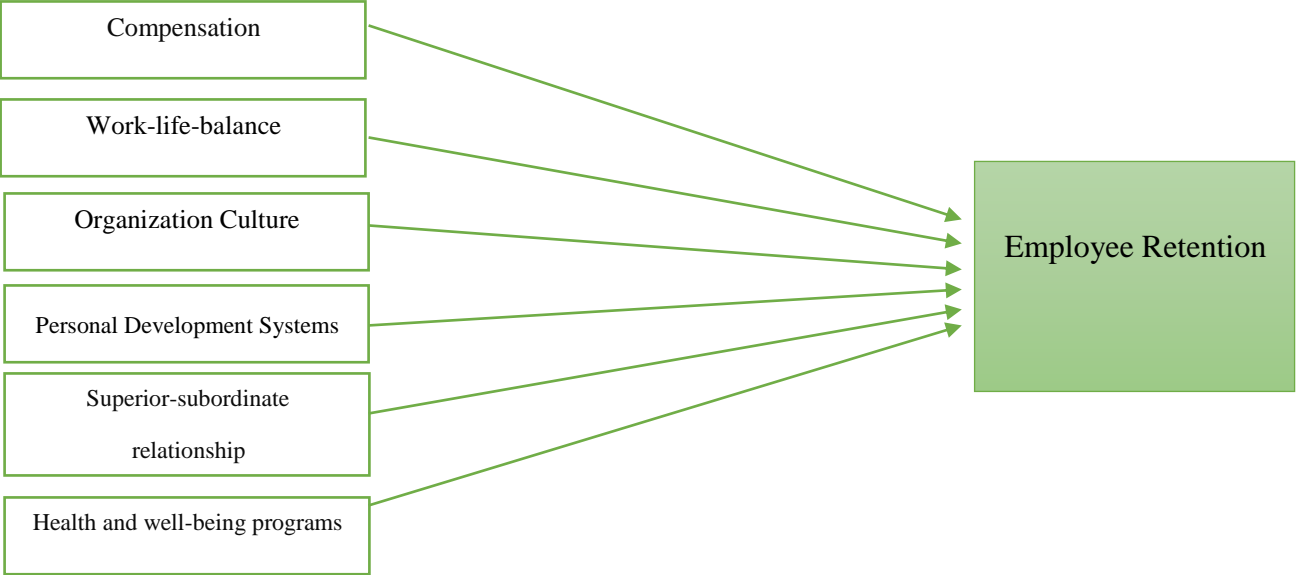


FIGURE 2. 3: Proposed conceptual framework of the research

## **CHAPTER THREE: RESEARCH METHODOLOGY**

This chapter presents the methodology of the study that clearly depicts a description of research type and approach, research design, determining the instrument selected for data gathering, survey procedure used in the study, determination of the sample size, sampling procedure and analysis of data that has been used in this study.

### **3.1 Research Approach and Design**

In this study, the researcher was employed both descriptive and explanatory research type. Descriptive research design help provide answer to the questions of who, what, when, where and how associated with the given research problem. And also according to Kothari, C., (2004) hypothesis-testing research studies (explanatory research type) is relevant to test a hypothesis of a causal relationship between variables. Thus, the researcher used quantitative research approach, this method administrated through cross sectional study by gathering data using questioners to support or refute the hypotheses and employs strategies of inquiry through surveys and collect data on predetermined instruments that yield statistics data (Creswell, D., 2009).

The research design adopted for the study was survey research design. This research design strives for establishing what relationship exists between two or more variables. Correlation research design indicates the direction and magnitude of the relationship between variables. This study seeks to find or establish whether two or more variables relate. The study seeks out to decide the relationship between the independent variables (compensation, work-life-balance, organizational culture, personal development systems; superior-subordinate-relationship and Health and well-being programs), and the dependent variable (Retention). The deductive approach applied as intend to draw conclusion through analyzing general perspective about the broad area to a specific area.

### **3.2 Data types and Sources**

Primary data refers to data that is collected at the first time specifically for the purpose of research project whereas secondary data refers to data that was collected by someone other than

the user and also in order to fully meet the objectives of the study. (Cooper, D., and Schindler (2008)

The data collection instrument used in this research was questionnaires. The researcher has utilized structured survey questionnaires to collect quantitative and qualitative data .The study was used primary data to collect firsthand information and secondary data was collected from journals, articles, web resources and company archives. Thus, the primary data sources were employees who are currently working in Fintrac Inc. and John Snow Inc. in the Head office and regional sub offices.

**3.3 Population and Sampling Design of the Study**

**3.3.1 The population of the study**

The study aims to identify Factors affecting Employee retention in two selected international organizations, Fintrac Inc. and John Snow Inc. Total number of employees currently working in Addis Ababa and regional offices is 183 and the total number of employees currently working in John Snow Inc. is 170. Therefore the total population of this study was 353 employees.

**3.4 Sampling size**

A simple random sampling technique particularly lottery method was used to obtain a representative sample of respondents. To determine the sample size and representative of the target population, the study used the widely applied statistical instrument formula adopted from Yamane(1967) .

$$n = \frac{N}{1 + N(e)^2}$$

n=Sample size

N=Population size

e=Level of precision/allowable error /sampling error (0.05) at 0.95(95%) confidence level (t) of 0.5(5%) unit variance (p). To calculate the sample size at 95% confidence level and 5% margin error;

$$n = \frac{353}{1 + 353(0.05)^2}$$

**n= 188**

### 3.5 Sampling techniques

There are 183 staff in FINTRAC and 170 in JSI using sample (188) determined and adding to make it divisible by two, a total of 188 employees from both organizations selected with simple random sampling technique particularly lottery method. Equal number of samples (94 workers from each organization) was drawn using disproportional allocation. The list of staff from each organization obtained from HR department and the list was used as sampling frame to select the study participants.

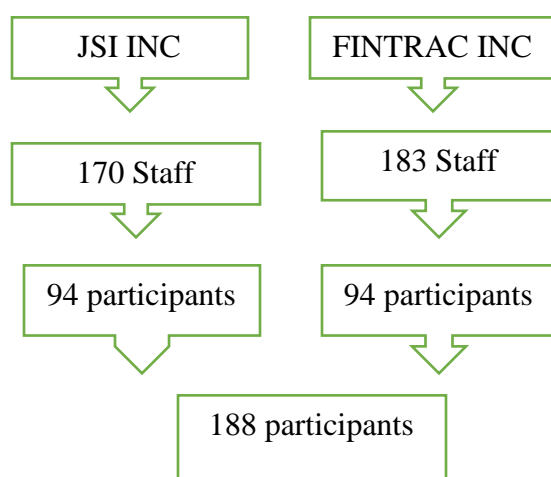


Figure 4.1: Sample size of the study

### 3.6. Measurement of Variables

To conduct this research the researcher used systematically designed questioners to address the six commonly identified factors affecting retention. The questionnaire had two sections in it, the first section consists of age, gender, marital status, educational level, length of employment, and length of service in current position. Whereas the second section included the target questions for the main independent and dependent variables. The questionnaire was formatted in a simple and easy to answer manner with a Likert scale of five in which the response rate could be increased as: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, and 5 = Strongly Agree.

#### 3.5.1. Independent Variable Measures

The independent variable in this study has five dimensions namely; compensation, work-life-balance, organizational culture, personal development systems; superior-subordinate-relationship

and Health and well-being programs which identified by (Logan, 2000 George,2015; Moncarz et al,2009; Kossiviet al,2016; Umamaheswari and Krishnan,2013).The measurement and definition of each independent variables are highlights as follows:

**Compensation:** —compensation is the recompense, rewards, wage or salary given by an organization to a person, persons or a group of persons in return to a work done, service rendered or a contribution made towards the accomplishment of organizational goals (V.P. Michel, 2012]. Thus, the researcher measured employee reaction on compensation using four basic questions that deals about the perception of employees on their compensation package such as benefits and other remuneration packages and the level of work compared to the payment using a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree).

**Work life balance** -Work Life Balance Policies helps employee in managing their work and family in a better way and enhance their attitudes and behavior's such as organizational attachment ,Job Satisfaction and intention to stay (Groover and Crocker, 1995, Lobel and Kossek ,1996).The researcher measured employee reaction on work and life balance using five basic questions that deals about company policy , workload and sacrifice that employee need to make to get the work done using a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree).

**Organizational Culture-** organizational culture as a set of behavior, attitude and value that distinguish one organization from another. Organizational culture means stable arrangements of beliefs and norms, which are held commonly by a society or department in the organization (Kotter, J.P., & Heskett, J.L. 1992, Greenberg, J, & Baron, R. 1995). The researcher measured employee reaction on organizational culture using four basic questions that deals about employees feeling about their value and respect in the work place using a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree).

**Personal Development Systems-** employees expected to learn new skills and knowledge to improve themselves and the work they do. Organizations that provide continuous training and skills upgrading programs can maintain their competitive advantage and at the same time are

more likely to satisfy and retain their valuable employees. (Aragón-Sánchez et al., 2003). The researcher measured employee feeling regarding personal development using four basic questions that deals about carrier advancement opportunities and organization willingness to spend on training programs using a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree).

**Superior-subordinate-relationship**-is the most important interaction that takes place within an organization. Organization is made up of people who come together to achieve common objective through coordinated activities which is the hallmark of management (Nwachukwu, 1988). Employees who perceive they have a high-quality relationship with their supervisor tend to experience faster career progression, higher levels of organizational commitment, job satisfaction, job enrichment and show lower levels of turnover intention (Kramer 1995), (Sias 2005). The researcher measured superior subordinate relationship using six basic questions that deals about positive relationship, communication, openness and employee involvement in the decision making .using a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree).

**Health and well-being program** -The World Health Organization (2008, p.5) states that addressing diet and physical activity in the workplace has the potential to improve the health status of workers; contribute to a positive and caring image of the company, improve staff morale; reduce staff turnover and absenteeism. The researcher measured health and wellbeing programs in the company using four basic questions that deals about the existed health and wellbeing programs and the companies willingness to spend further on employees wellness and health programs. Using a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree).

### 3.5.2 Dependent Variable

**Employee Retention** -Employee retention is a process in which the employees are encouraged to remain with the organization for the maxi-mum period of time or until the end of the project. Bidisha (2013).According to Workforce Planning for Wisconsin State Government (2015), employee retention is “a systematic effort to create and foster an environment that encourages

employees to remain employed by having policies and practices in place that address their diverse needs. The researcher measured the dependent variable using six basic questions that deals about employee turnover intentions. Finally, calculation and interpretability of scores were addressed.

### **3.6 Data Collection and Analysis Method**

Both primary and secondary data used to obtain the necessary information about the research. The study was conducted using the survey method of research. The primary data was gathered through a structured questionnaire which was developed from the standardized questions to test the effect of independent variables on the dependent variable. The questionnaire was distributed to respondents to fill the questionnaires. The secondary data was gathered from the literature along with different related studies about employee retention.

Both qualitative and quantitative approaches used during the data analysis. Quantitative data pass through a process of data checking, editing and appropriate coding to ensure the accuracy, consistency, and quality of data. Analysis was done by using STATA software. Frequencies and proportions was used to descriptively summarize characteristics of study participants and perceived retention prevalence. Logistic regression analysis used to investigate the association of compensation, work-life-balance, organizational culture, personal development systems; superior-subordinate-relationship and Health and well-being programs on retention of employees after adjusting for age, marital status, and level of education of study participants. Internal consistency of items that form different independent composite variables checked by Cronbach alpha test at 0.5. A 95% confidence interval will also be computed around the estimates to test the significance.

#### **Independent variable (Explanatory variables)**

The independent or explanatory variables are broadly grouped into two. These are demographic variables and organizational factors (factors controllable by the organization).

The demographic variables include sex, age, marital status, education and work experience. While organizational factors comprise financial benefits, employee engagement, career development, organizational culture and work & life balance.

The model is specified as:

$$\text{Retention} = \beta_0 + \beta_1 \text{compensation} + \beta_2 \text{work-life balance} + \beta_3 \text{organizational culture} + \beta_4 \text{personal development} + \beta_5 \text{superior-subordinate relation} + \beta_6 \text{health and wellbeing} + \beta_7 \text{experience} + \beta_8 \text{education} + \beta_9 \text{marital status} + \beta_{10} \text{age} + \beta_{11} \text{sex} + e_i$$

Where,  $\beta_0$  .....  $\beta_{11}$  are regression coefficients and  $e_i$  is the residual term.

### **3.7 Ethical Consideration**

While carrying out qualitative research ethical concerns are taken in to account anonymity, confidentiality and informed consent. The research process was carried out with confidentiality – not disclosing names on respondents' feedback. The summarized reporting will generalize the consensus and the outcome of the research will be informed to the senior management for their consent prior to declaring the research product as final output that is submitted to Addis Ababa University of Commerce.

## CHAPTER FOUR: DATA PRESENTATION AND ANALYSIS

### 4.1. Introduction

This chapter presents the result and discussion of empirical findings. It presents both descriptive statistics and inferential statistics analysis. The first section is the descriptive statistics which summarizes the main features of the study variable such as mean, standard deviation frequency and percentage. The second section is the correlation analysis which indicate the degree of association between the study variables. The third sections of the chapter, regression results report output of the regression models. Research findings were analyzed with the help of the Stata software.

### 4.2. Response Rate

The research instrument used to collect data for this study was a survey questionnaire. Equal numbers of questionnaires' have distributed to the two organizations and findings are presented below

TABLE 4. 1 : Response Rate

Item	Response Rate	
	No	Percent
Sample size	188	100%
Collected	174	92.5%
Remain uncollected	14	7.5%

Source: own Survey 2020

As indicate in TABLE 4.1, from the questionnaires distributed 174 were filled correctly and returned back however due to the unavailability of most of staffs due to the newly established office hour schedule adjustment to respond for COVID. In general, the response rate was 92.5% which is sufficient for the study.

### 4.3. Demographic Characteristics of the Respondents

The demographic characteristics of the respondents such as sex, level of education, and year of experience of the respondents summarized below.

TABLE 4.2 : Demographic characteristics of the Respondents

Demographic Characteristics		Frequency	Percent
Sex	Male	81	46.55
	Female	93	53.45
	Total	174	100
Marital Status	Divorced	1	0.57
	Married	135	77.59
	Single	37	21.26
	Widowed	1	0.57
	Total	174	99.99
Age	18-30	15	8.62
	31-40	88	50.57
	41-50	51	29.31
	Above 50	20	11.5
	Total	174	100
Educational Level	Degree	62	35.63
	Masters	110	63.22
	PhD and Above	2	1.15
	Total	174	100
Work Experience	1-5 Years	5	2.87
	6-10 Years	38	21.84
	Above 10 Years	131	75.29
	Total	174	100

#### 4.3.1. Sex of the Respondents

As indicted above in TABLE 4.2, the data provides sex profile of respondents by frequency and percent. The results revealed that out of 174 respondents, 81(46.55%) of the respondents were males and 93(53.45%) were female respondents. As a result of the analysis shows that the majority of the respondents that participated in the research study were Female.

#### **4.3.2. Marital Status of the Respondents**

Tables 4.2 above shows that, 37 (21.26%) of the respondents are single, 135(77.59) of the respondents are married and 1(0.57%) of respondent are divorced and 1(0.57%) of the respondent is widowed. Therefore, the findings indicted that majority of the respondents are married.

#### **4.3.3. Age of the Respondents**

From the findings indicated in TABLE 4.2 above, 15(8.62%) the respondents were between the age of 18 to 30 years old, 88(50.57%) of the total respondents were between the ages of 31 to 40 years, 51(29.31%) of the total respondents were 41 to 50 years of age and 20(11.5%) of the respondents were above the age of 50 years. Hence, the findings indicated that the majority of the respondents were between the ages of 31-40 years of age.

#### **4.3.4. Educational Level of the Respondents**

From the findings indicated in TABLE 4.2 above, 62 (35.63%) of the respondents are first degree holders, 110 (63.22%) of the respondents are Master's degree holders and 2(1.15%) of the respondents had a PhD level education. Therefore, the findings concluded that the majority of the respondents are master's degree holders.

#### **4.3.5 Work Experience of the Respondents**

TABLE 4.2 above shows that, 5(2.87%) respondents have experience in the age range of 1-5 years, 38(21.84%) of the respondents have from 6-10 years of experience, 131(75.29) have a work experience above 10 years. The result indicates that majority of respondents are employee with 10+ years' experience.

#### 4.4. Descriptive Statistical Analysis of Variables and Employee Retention

##### 4.4.1. Mean Score and Standard Deviation of Independent Variable and Employee Retention

TABLE 4. 3: Descriptive statistics of organizational factors and retention intention

Description	N	Mean	SD	Min	Max
Compensation	174	2.697	0.795	1	4.5
Work life balance	174	2.7126	1.0424	1	4.6
Organizational culture	174	3.1198	0.8294	1	5
Personal development	174	2.7434	0.9112	1	5
Superior-subordinate relation	174	3.485	2.904167	1	4.17
Health and wellbeing	174	2.73425	0.996	1	4.75
Retention	174	3.0565	0.820333	1	4.8

From TABLE 4.3, the mean of the major variables of the study indicates the level of agreement of employee satisfaction. While the minimum level is 1 which is strong disagreement, the maximum value 5 refers to strong agreement or satisfaction by the particular organizational characteristics. The table indicates that employees are relatively happy with superior-subordinate relationship (mean 3.485) and by the organizational culture (mean 3.1198), On the other hand, employees seem to be less satisfied (relatively disagree) in the personal development, work-life balance, health and wellbeing, and compensation structure of their organization.

TABLE 4.3 also depicted that employees turnover intention is at moderate level (3.0565). The implication is that any motivating factors or change conditions of work in the organization will drive them to stay or leave the organization. Therefore, we argued that organizational structure that account for the wellbeing, personal development, work-life balance of workers, and the compensation structure is more likely prevent employees from leaving. However, if at least one of these organizational factors are not improved, employees will tend to leave their job, other things remain constant.

#### 4.5 Correlation coefficients of organizational variables

Table 4.4. Below shows the relationship between demographic variables and retention variable using Pearson's correlation coefficient.

The table revealed that experience is a significant demographic variable that affect employee's intention stay in their organization. The analysis shows that the correlation is -0.1861 and statistically significant at 5% level of significance. This can be justified as workers are more experienced they may leave their job easily. This is because experienced workers will easily penetrate the job market since their competency is high. Besides this, experience is associated with more pay in other organization, thereby they seek for that higher wage in competitive organizations.

Marital status is also another significant factor related to retention intention of employees. The correlation is positive (0.1521), in the sense that single employees are those tempted to leave their job compared to their married counterparts. This is associated the risk of leaving a job is higher for married employees than singles. Generally married employees tend to stay in the current job regardless the organizational factors due to the family responsibility and dependents on their income. Other demographic variables are not found to have significantly correlated with retention intention.

TABLE 4.4: Pearson's Correlation coefficient of demographic variables

Retention		
Pearson R		
Variables	Coefficient	Significance (P-Value)
Experience	-0.1861*	0.0140
Education	-0.1039	0.1724
Marital status	0.1521*	0.0451
Age	-0.0887	0.2443
Sex	-0.0438	0.5657

\*refers significant at 5% level of significance

TABLE 4.5 is describes the correlation between organizational variables and the retention intention. The result revealed that all organizational variables have a strong relationship with retention intention. All variables are positively correlated with retention. More compensation, better organizational culture, better personal development environment, better health and wellbeing situations and good relationship between superior and subordinates are associated with intention to stay than to leave. All organizational variables are statistically significant at 5% level of significance (p-value =0.0000).

TABLE 4.5: Correlation coefficients of the organizational variables

Retention intention		
Pearson R		
Organizational Variables	Coefficient	Significance (P-Value)
Compensation	0.4425***	0.000
Work-life balance	0.2885***	0.0001
Organizational culture	0.6113***	0.0000
Personal development	0.5721***	0.0000
Superior Subordinate relationship	0.5725***	0.0000
Health and wellbeing program	0.6121***	0.0000

Keeping the above correlation at hand, we also estimated a multiple regression model in order to capture those influential variables that causes retention rate to change. This is a supplement to confirm whether the above correlation analysis is significant. Because correlation does not show causation, instead causation is captured by a regression analysis. To this end, before we estimate the model we attempted to check for diagnostic tests of multiple linear regression model. They are assumptions one should pay attention to get a more parsimonious model. These tests are our presented in the following section.

A correlation results are all coincided with previous studies on the area. In line with the literature demographic variables like experience and marital status have a strong and significant correlation with retention rate. Married employees are more likely to stay in their job.

#### 4.6. Multiple Regression Diagnostic Tests and analysis

##### 4.6.1 Multiplecollinearity and Heteroscedasticity Test

TABLE 4. 6: Multicollinearity Test

Variable	VIF	1/VIF
Superior Subordinate relationship	1.90	0.527056
Health and wellbeing program	1.86	0.537860
Organizational culture	1.82	0.548233
Personal development	1.64	0.610675
Compensation	1.20	0.834743
Work-life balance	1.13	0.883426
<b>Mean VIF</b>	<b>1.59</b>	

TABLE 4.6.1 is a test of multicollinearity, which shows the correlation that exists among explanatory variables/predictor variables. If the relationship is too strong, the estimated coefficients are biased and it will not present the true effect of each variables on the dependent variable. Therefore, to check for the existence of multicollinearity problem we computed the variance inflation factor (VIF) and all VIF values are below 10 and the average VIF is 1.59 which is below 5. This proves the non-existence of multicollinearity problem in our model.

We also tested whether the variance of the error term in our model is constant across each individuals or not. Here the null hypothesis is constant variance and the decision rule is if the calculated chi-square is higher than the tabulated value (prob <0.05), the decision is to reject the null hypothesis of homoscedasticity or constant variance. Using STATA 14, we computed this by Breusch-Pagan test. The result revealed that probability value is 0.2962, which does not reject the null hypothesis. Therefore, there is no problem of heteroscedasticity in our model.

TABLE 4.7:Heteroscedasticity Test

Breusch-Pagan / Cook-Weisberg Test for Heteroskedasticity
HO: Constant variance
Variables: fitted values of retention
Chi2(1) = 1.09
Prob > chi2 = 0.2962

#### 4.6.2. Multiple Linear Regression Analysis

In this section we discussed and presented the results of multiple regression analysis in order to identify the factors that cause retention intentions to change. The dependent/predicted variable is retention rate and the independent variables are demographic variables and organizational variables. For robustness check we estimated the model with different number of explanatory variables, which are presented in the following TABLE 4.8. We added variables in the model as far as the additional variable contributes to explain the model, which is manifested by  $R^2$ . In TABLE 4.8, the last column (7) is the regression with all variables considered and it shows that except work-life balance other organizational variables are found to have a significant effect on retention rate. The direction of its effect are also in line with a prior expectations. Compensation is the most important factor that affect employee's retention in the organization. The result confirmed that a unit increase in compensation of employees will increase the employee's retention rate by 0.29 units.

Organizational culture is another important factor that influence workers retention intention in the organization. An improvement in the organizational culture improve employee's retention rate to rate by 0.24 units. Personal development is also an important factor that affect employee's intention to stay in their organization. It has positively influenced the retention rate, in the sense that organizations dedication for the personal development of its employee will drive workers to have a strong motivation to work, and feel more belongingness to their organization. The result confirmed that an improvement or introducing personal development schemes in their organization increase retention rate by 0.239 units. From the organizational variables the variable with the least effect is superior- subordinate relationship. The coefficient is 0.13, which is interpreted as an improvement in superior subordinate relation, will improve the employees intention to stay in the organization.

From the demographic variables, marital status and age variables are found to have a significant effect on retention rate. Marital status is positive and significant as we hypothesized. Married individuals are less likely to leave than single counterparts. The retention rate of married employees are 0.305 units higher than the single employees, and this is statistically significant at 5% significance level. Age is also found to have a vital role in retaining workers. The regression

coefficient is positive (0.087) and it is statistically significant at 5% of significance level. This implies that workers in the higher age group are more likely to stay in the organization compared to the younger employees. This might be true because older employees are likely those who have a long years of work tenure and benefited by the personal development packages of the organization, hence they might develop sense of ownership and feel comfortable with the working environments of the organization. Therefore, they are less willing to leave their organization.

For further inference on the regression result please refer TABLE 4.8.

TABLE 4.8: Multiple Linear Regression analysis

**Table 9 - Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.598	-0.23		-6.94783	0
	Compensation	0.541	-0.0836	-0.374	-6.47129	0
2	(Constant)	1.085	-0.273		-3.97436	0
	Compensation	0.496	-0.0824	-0.453	-6.01942	0
	Work-life balance	0.233	-0.071	-0.387	-3.28169	0
3	(Constant)	0.154	-0.26		-0.59231	0
	Compensation	0.320	-0.0735	-0.375	-4.35374	0
	Work-life balance	0.124	-0.0621	-0.391	-1.99678	0
	Organizational culture	0.545	-0.0675	-0.362	-8.07407	0
4	(Constant)	-0.132	-0.249		0.53012	0
	Compensation	0.265	-0.0696	-0.302	-3.80747	0
	Work-life balance	0.0641	-0.0592	-0.401	-1.08277	0
	Organizational culture	0.417	-0.068	-0.381	-6.13235	0
	Personal development	0.363	-0.0718	-0.421	-5.05571	0
5	(Constant)	-0.181	-0.244		0.741803	0
	Compensation	0.229	-0.069	-0.305	-3.31884	0
	Work-life balance	0.0764	-0.058	-0.366	-1.31724	0
	Organizational	0.306	-0.0757	-0.287	-4.04227	0

	culture					
	Personal development	0.319	-0.0716	-0.209	-4.45531	0
	Superior Subordinate relation	0.201	-0.0659	-0.215	-3.05008	0
6	(Constant)	-0.0861	-0.238		0.361765	0
	Compensation	0.211	-0.0672	-0.196	-3.13988	0
	Work-life balance	0.0846	-0.0563	-0.281	-1.50266	0
	Organizational culture	0.264	-0.0745	-0.297	-3.54362	0
	Personal development	0.228	-0.0744	-0.208	-3.06452	0
	Superior Subordinate relation	0.132	-0.0671	-0.184	-1.96721	0
	Health/Wellbeing	0.187	-0.0552	-0.175	-3.38768	0.001
7	(Constant)	-0.807	-0.356		2.266854	0
	Compensation	0.297	-0.0656	-0.196	-4.52744	0.002
	Work-life balance	0.0707	-0.0552	-0.327	-1.2808	0
	Organizational culture	0.245	-0.0709	-0.256	-3.45557	0
	Personal development	0.239	-0.0705	-0.251	-3.39007	0
	Superior Subordinate relation	0.131	-0.0633	-0.223	-2.06951	0
	Health/Wellbeing	0.190	-0.0535	-0.167		0.001

Experience	-0.117	-0.0804	-0.253	-	1.05429	0
Education	0.0738	-0.07	-0.245	-4.1384		0
Marital status	0.305	-0.0737	-0.306	-1.753		0
Age	0.0873	-0.0498	-0.387	0.70597		0
Sex	-0.0473	-0.067	-0.356	0.7057		0

Standard errors in parentheses  
 \*\*\* p<0.01, \*\* p<0.05, \* p<0.1

The result on the last column can be mathematically expressed as

Retention = -0.807 +0.297 compensation + 0.07 work-life balance + 0.245 organizational culture + 0.239 personal development + 0.131 superior-subordinate relation +0.190 health and wellbeing -0.117 experience +0.0738 education + 0.305 marital status + 0.087 age -0.0473 sex

#### 4.6.3 ANOVA Model of effect of independent variable on Employee Retention

To show how well the models are overall significant (all variables in each model explain the total variation in the dependent variable), which is represented by the F-statistics we presented the analysis of variance (ANOVA) result below in TABLE 4.9. The table shows sum of squares, mean squares, F-statistic and the significance (P-values). Accordingly in the last model (7), the regression sum of square is 51.006 and the residual sum of square is 28.799 which indicated that the largest variation in retention rate is explained by the variables included in the model. Hence, the variation explained by variables in the model is quite low. This signals the models appropriateness.

TABLE 4.9: Analysis of Variance of retention rate (ANOVA)

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	15.6248093	1	15.6248093	41.87	0.000
	Residual	64.1805863	172	.373142944		
	Total	79.8053956	173	.46130286		
2	Regression	19.4292285	2	9.71461423	27.51	.0000
	Residual	60.3761672	171	.353077001		
	Total	79.8053956	173	.461302865		
3	Regression	36.1731626	3	12.0577209	46.98	.0000
	Residual	43.632233	170	.256660194		
	Total	79.8053956	173	.461302865		
4	Regression	41.9081155	4	10.4770289	46.72	.0000
	Residual	37.8972802	169	.224244261		
	Total	79.8053956	173	.461302865		
5	Regression	43.8946848	5	8.77893697	41.07	.0000
	Residual	35.9107108	168	.213754231		
	Total	79.8053956	173	.461302865		
6	Regression	46.2041329	6	7.70068882	38.27	.0000

	Residual	33.6012627	167	.201205166		
	Total	79.8053956	173	.461302865		
7	Regression	51.0063938	11	4.63694489	26.08	0.0000
	Residual	28.7990019	162	0.177771617		
	Total	79.8053956	173	0.461302865		

1. Predictors: (Constant), compensation

2. Predictors: (Constant), compensation, work-life balance

3. Predictors: (Constant), compensation, work-life balance, Organizational culture

4. Predictors: (Constant), compensation, work-life balance, Organizational culture, personal development

5. Predictors: (Constant), compensation, work-life balance, Organizational culture, personal development, superior-subordinate

6. Predictors: (Constant), compensation, work-life balance, Organizational culture, personal development, superior-subordinate, wellbeing

7. Predictors: (Constant), compensation, work-life balance, Organizational culture, personal development, superior-subordinate, wellbeing, experience, education, marital status, age, sex

Below we also presented the model summary of each model presented in table 4.8 above. The table presented the R-square and adjusted R-square of each model (1-7). In a multiple regression model, the model's fitness is checked by the R-square value. If the R-squared increases when we include explanatory variables, we are reasonable to omit that variable.

Therefore, as table 4.9 shows R-squared increases when we go from model one (with one explanatory variable) to model 7 (with all explanatory variables included in the model).  $R^2$  is 0.6391 in the last model, which is interpreted as 61.91% of the variation in the dependent variable (retention rate) is explained by the model (variables included in the model). However,  $R^2$  is sensitive to the number of explanatory variables. Hence, we present the adjusted  $R^2$  which is not sensitive to variable inclusion. Accordingly, our estimation result shows that adjusted R-squared is also increasing from model 1 to model 7. About 61.46% of the variation in the dependent variable is explained by the model.

In general, the model is a well-fitted model.

Table 4. 10 :Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.61085	0.1958	0.1911	.0835566
2	.5942	0.2435	0.2346	.0710484
3	.50662	0.4533	0.4436	.067503
4	.47354	0.5251	0.5139	.0718263
5	.46234	0.5500	0.5366	.0658785
6	.44856	0.5790	0.5638	.0551721
7	.42163	0.6391	0.6146	.0804107

1. Predictors: (Constant), compensation
2. Predictors: (Constant), compensation, work-life balance
3. Predictors: (Constant), compensation, work-life balance , Organizational culture
4. Predictors: (Constant), compensation, work-life balance , Organizational culture, personal development
5. Predictors: (Constant), compensation, work-life balance , Organizational culture, personal development, superior-subordinate
6. Predictors: (Constant), compensation, work-life balance , Organizational culture, personal development, superior-subordinate , wellbeing
7. Predictors: (Constant), compensation, work-life balance , Organizational culture, personal development, superior-subordinate , wellbeing, experience, education, marital status, age, sex

#### 4.7. Evaluation of the hypothesis

Based on the above multiple linear regression results the researcher has proved the statistical significance and decided on accepting or rejecting the already developed hypothesis. Totally, there were 6 hypotheses developed as explanatory variables in the regression analysis. On the bases of the standardized coefficient of beta and p-value, the hypotheses of the study were tested and the results have presented below.

**Hypothesis 1** which hypothesize that financial benefits are positively related to employee retention. The correlation is 0.4425 and p-value is 0.0000), which confirm our hypothesis is found valid.

**Hypothesis 2** is about work-life balance policies and employee retention. Accordingly the result shows that correlation is positive (0.2885) and significant (p-value=0.0001). This hypothesis is also supported by the result correlation.

**Hypothesis 3** expected that organizational culture is positively correlated with employee retention. This hypothesis is found to be confirmed by our data. Because the correlation coefficient is 0.6113 and it is statistically significant (p-value is 0.0000).

**Hypothesis 4** stated that rooms/chances of personal development for employees in the organization, increase workers intention to stay. This is also supported by the results of the correlation coefficient 0.5721 and statistical significance p-value 0 .0000).

**Hypothesis 5** predicted that effective superior-subordinate relationship related to higher retention rate. This implies proper communication between superiors/bosses and subordinates will improve workers confidence to stay in the organization. Results of correlation is 0.5725 and p-value is 0.0000.

**Hypothesis 6** hypothesized that in health and wellbeing packages in the organization increase the retention rate. i.e., the more employees offered proper health and well-being packages the less the intention to leave their organization. This positive relationship is shown by the correlation coefficient 0.6121, which is also statistically significant,  $p \leq .0000$ )

#### **4.8. Discussion of Results**

The results from the regression indicated that all organizational variables are important determinants of retention intention. Here below we tried to discuss the results in detail.

##### **4.8.1. Compensation and retention rate**

Compensation of employees is an important factor that affect employee's intention to leave or stay in the organization. It is the most significant variable that determine retention rate in the two organizations of our study. To illustrate this with employees perception on their satisfaction level on the wages, salaries and other payments given to them in the organization; we did a descriptive analysis of frequency. Accordingly, about 54% of respondents reported that the salary structure is fair and 42% of respondents responded the salary structure is not fair in their organization. 12% of the respondents reported that they are happy with the salary they are paid now. The econometric analysis of this study also supports that better compensation is a means to keep employees to stay on job for long tenure period. This positive relationship is manifested by the positive and significant coefficient of compensation in TABLE 4.7.

#### **4.8.2. Work-life balance and retention rate**

This is also important variable that defines retention of employees in an organization. It has positive relationship with retention rate. Because better work and life balance will intend workers to feel safe in their life and have a positive impression on their organization. This will help them to sense security. From our sampled respondents, 74% of them responded that work-life balance is supported by their organization. 51% of respondents are also reported that they often work an additional hours outside of the normal working hours. This result shows that employees are overwhelmed by level of work that they have to do at work. The regression result of positive relationship also confirms this and it is coincided with expectations.

#### **4.8.3. Organizational Culture and Retention Rate**

The other significant variable that influence retention rate is the working culture developed in the organization. Out of the total 174 sample respondents 94 (54%) of them agreed that they are comfortable with the team they are working with and 66 (37.93%) are neutral. About 157 (89%) of respondents revealed that they are happy to work every day. Therefore, the descriptive result showed that organizations developed better culture so that workers are happy to work with their team and appear every days of work. This will improve the organizations performance and maintain a comfortable work environment for workers. Besides this, better culture is a good-will for the organization which will attract workers from other competing organizations to join it. The

Regression result in TABLE 4.8 also shows the positive effect of organization culture on retention rate. Therefore, maintaining good organizational culture is an instrument to keep workers from leaving their organization.

#### **4.8.4. Personal development and retention rate**

About 87.7% of respondents reported have a clear understanding of their career path in their organization. About 51.14% of employees are timely promoted in their organization. 42% of them reported that the organization is willing to spend on trainings and other career development programs. Whereas, 35.6% of respondents are neutral about the organizations spending on training programs. Those who responded neutral are likely those who do not receive any training programs or workers with few years of experience in the organization.

#### **4.8.5. Superior –subordinate relationship and retention rate**

A smooth relationship between supervisors and their subordinates worth much for organizational performance. Our result supported this positive effect of smooth superior-subordinate relationship on retention rate. 76% of employees reported that their managers respond feedbacks quickly, and 67% of them reported that their supervisors come forward to support in case they face difficulties. This implies communications between superiors and employees really matter.

#### **4.8.6. Health and wellbeing on retention rate**

The mental and physical health of employees play a paramount role for organizational performance and employee satisfaction. To this end, organizations provide employees the access to physical fitness or recreation facilities. 56.6% of respondents reported that the organization is taking care of their wellbeing, and 57% of them also agreed that recreation facilities are available in their organization. As a result, we can deduce that employees are more satisfied and motivated to work and extend their tenure in the organization. The econometrics result in TABLE 4.7 presented this positive effect of wellbeing on retention rate. Therefore, fulfilling health facilities in the organization is encouraged to increase employees motivation to stay in the organization (they are less likely to switch their job).

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

This chapter deals with the summary of main findings, major conclusions drawn based on the discussion, recommendations finally present areas of possible intervention by other researchers interested in the area.

### **5.1. Summary of main findings**

Based on the descriptive and econometric regression analysis discussed in chapter four, we identified organizational variables (compensation, work-life balance, organizational culture, personal development packages, superior-subordinate relations, and health and wellbeing programs) are all significant in influencing employees intention to stay/leave their organization. From the questionnaire distributed and analyzed, we come across that compensation structure of organization and organizational cultures are the most important factor that affect retention rate. The majority of respondents reported that they are satisfied by the salary structure of the organization and are happy to work with their teams. We understand that the working environment and the culture developed there are good enough to keep employee to not leave their job. Despite the extent of its effect, other variables mentioned above are also equally important determinants of retention rate.

Better work-life balance, personal development programs, and access to health and wellbeing services/programs are a drive to workers invest their time and effort on their job which ultimately resulted to better organizational performance and employee satisfaction. Equivalently, a smooth superior-subordinate relationship is another good asset for an organization. Respondents reported that superiors are quick to respond their feedback and are happy to support them in case of any help for difficulties. The majority of them agree that communications are peaceful and friendly.

### **5.2. Conclusion**

In general based on our empirical analysis, we reached at the following conclusions

- Demographic variables are important in explaining retention rate. Marital status and age are statically significant determinants that affect retention rate. Married employees are older ones are more prone to stay on their job than looking for other jobs.
- Organizational variables are the most important variables that contributes to workers motivation and satisfaction on their organization, thereby encourage them to stay on job. Among others, compensation structure, organizational culture and personal development programs are the major in order of importance.

### **5.3. Recommendations**

Based on the descriptive tables, correlation analysis and regression analysis, we draw up the following recommendations.

- Compensation is the first identified factor that affect employee retention in both organization and according to the regression analysis, the change in the compensation structure could bring a significant improve in the retention rate. According the research finding 42% of the respondents do not find the salary structure fair, which would eventually affect the retention level of the organizations. Therefor the organization should design different remuneration packages other than financial elements like employee assistance programs, subsidized canteens, and so on. It is also important to regularly conduct a market assessment to find out the salary scale is fair comparing to similar organizations in the market. Furthermore the company should also adjust the salary scale based on the cost of living to keep up with the continuously increasing cost of living.
- According to the findings majority of respondents confirms that both organization supports work and life balance of employees, which is very important factor the organization should continue working on. Also a significant amount of respondents reported that thy often work extra hours to finalize the job which will increase the level of stress and could lead increase of turnover rate. The organization should encourage employees to get their work done efficiently with in restricted office hours and should make a leave arrangement for employees to compensate for the extra work hours during the less busy season.
- Out of the six identified organizational factors majority of the respondents are happy about the organizational culture and superior and subordinate relationship. Organization

culture is one of the best mechanism of retaining workers. Strong organization culture creates great work environment with a friendly and positive professional dynamics. Hence, keeping the culture and even take further steps to scale up, will create a conducive environment for workers. According to the finding also superior subordinate relationship in the organization are generally very good which indicted that interactions between the supervisors and their subordinates is found to be effective and upward and downward communication is smooth. The organization should work to maintain the climate that encourages the teams to work well.

- Majority of the respondents reported that they have a clear understanding of their career path and agree that the organizations are willing to spend training and personal development programs. However, significant amount of employees are neutral in terms of availability of training programs in the organizations. In today's competitive world development is no longer an optional benefit. It is an indicator of employer values its employees. Therefore the organization should actively arrange a learning platforms for employees using virtual or physical platforms.
- The health and wellbeing packages play a positive role for employee retentions. Therefore, the organizations should provide the materials and facilities that are important to keep the physical and mental health of workers. Establishing a gym center, open spaces and other recreational activities will help to improve the employee satisfaction in this regard.

#### **5.4. Areas for further research**

With regard to future research directions, succeeding studies should be attempted to identify external factors like government policies and other socio economic factors to get holistic understanding of factors that affect employee retention. This is useful in terms of identifying most influential variables and tracing the factor that organizations should prioritize.

This study also can lead to new lines of inquiry in the area of examining the relationships between, employee engagement, employee motivation and organizational commitment and how they are related with the retention rate will give insights on possible areas of improvements. Future research would also benefit from different types of organization with large number of employees and sample size.

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## Appendix-A

### QUESTIONNAIRE

Dear Sir/Madam

I am a Master's student in Addis Ababa University, College of Business and Economics, currently, I am conducting a research study entitled as "Factors Affecting Employee Retention in International Organizations– The case of Fintrac Inc. and John Snow Inc." I have designed this questionnaire to collect data from employees working in the two organizations.

The questionnaire will be used to collect the primary data needed for a research study. Therefore, I would like to request your assistance to be as open, fair, and honest in responding each question as much as possible the researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes only.

The questionnaire comprises three parts:

Part one: General information questionnaire

Part two: Employee Retention questionnaire

Part three:

#### Instructions

- No need for writing your name in this questionnaire
- Read each statement carefully and give the corresponding answer correctly.  
"Thank you for taking your precious time to complete this questionnaire"

#### Section-One: Demographic profile of respondents

Please indicate the following by ticking (√) on the box in front of the response options:

No	Item	
1.	Gender	
	A. Male	<input type="checkbox"/>
	B. Female	<input type="checkbox"/>
2.	Age	
	A. 18-30	<input type="checkbox"/>
	B. 31-40	<input type="checkbox"/>
	C. 41-50	<input type="checkbox"/>
	D. Above 50	<input type="checkbox"/>

3.	Marital Status	
	A. Single	<input type="radio"/>
	B. Married	<input type="radio"/>
	C. divorced	<input type="radio"/>
	D. windowed	<input type="radio"/>
4.	Work Experiences	
	A. less than 1 Year	<input type="radio"/>
	B. 1-5 Years	<input type="radio"/>
	C. 6-10 Years	<input type="radio"/>
	D. Above 10 years	<input type="radio"/>
5.	Educational level	
	A. Diploma	<input type="radio"/>
	B. Degree	<input type="radio"/>
	C. Masters	<input type="radio"/>
	D. Ph.D. and above	<input type="radio"/>

### Section Two: Employee Retention

Indicate the extent to which you agree with the following statements by using a scale of 1 to 5 where: 1= Strongly Disagree (SD)

2=Disagree (D),

3=Neutral (N),

4= Agree (A),

5 = Strongly Agree (SA).

Circle the number in a box which best describes your opinion of the statement.

Statements		Rating				
No	Compensation	5(SA)	4(A)	3(N)	2(D)	1(SD)
1	The salary structure of the company is fair	5	4	3	2	1
2	My Salary is fair in terms of work done and experience	5	4	3	2	1
3	Company's benefits are commensurate with industry norms	5	4	3	2	1
4	I am happy with other benefits like allowances and fringe benefits	5	4	3	2	1
No	Work-life Balance	5(SA)	4(A)	3(N)	2(D)	1(SD)
1	Work and life balance is supported by this organization.	5	4	3	2	1
2	I often work overtime or outside of normal working hours	5	4	3	2	1
3	I sacrifice sleep and family time for work	5	4	3	2	1
4	I feel overwhelmed by the amount of things I need to do for work	5	4	3	2	1
5	When I am at home, I often spend time thinking about work	5	4	3	2	1
No	Organizational Culture	5(SA)	4(A)	3(N)	2(D)	1(SD)
1	I am comfortable working with my team members	5	4	3	2	1

2	I like coming to work every day	5	4	3	2	1
3	I am always treated by the team and management respectfully	5	4	3	2	1
4	I have all the support that I need to efficiently perform my job.	5	4	3	2	1
5	My opinion is valued at every level	5	4	3	2	1
No	<b>Personal Development Systems</b>	<b>5(SA)</b>	<b>4(A)</b>	<b>3(N)</b>	<b>2(D)</b>	<b>1(SD)</b>
1	I have a clear understanding of my career path	5	4	3	2	1
2	I have been timely promoted in this job	5	4	3	2	1
3	The organization is willing to spend on training programs on my carrier development/growth	5	4	3	2	1
4	My job utilizes my skills	5	4	3	2	1
5	The company promotes innovativeness and creativity	5	4	3	2	1
No	<b>Superior-subordinate-relationship</b>	<b>5(SA)</b>	<b>4(A)</b>	<b>3(N)</b>	<b>2(D)</b>	<b>1(SD)</b>
1	I get timely feedback from my manager	5	4	3	2	1
2	Management come forward to support in case of facing critical situation	5	4	3	2	1
3	There are no barriers of communication while communicating with my superior	5	4	3	2	1
4	I feel recognized as an individual and encouraged to be my best by my supervisors	5	4	3	2	1
5	I receive all required information from the management concerning the on goings in my department and the organization	5	4	3	2	1
6	I am involved in decisions concerning my work					
No	<b>Health and well-being program</b>	<b>5(SA)</b>	<b>4(A)</b>	<b>3(N)</b>	<b>2(D)</b>	<b>1(SD)</b>
1	The company invest on health well-being practices.	5	4	3	2	1
2	Employee's feedback regularly taken on health & wellbeing practices	5	4	3	2	1
3	Recreation facility for employees are available in offices	5	4	3	2	1
4	The organization is taking care of physical and mental health of the employees	5	4	3	2	1
No	<b>Retention</b>	<b>5(SA)</b>	<b>4(A)</b>	<b>3(N)</b>	<b>2(D)</b>	<b>1(SD)</b>
1	I would plan my further career in this organization?	5	4	3	2	1
2	I will suggest to my friends/relatives to join this organization?	5	4	3	2	1
3	If I had to do it all over again, I will apply in this company again	5	4	3	2	1
4	I see myself working in Fintrac in a year time	5	4	3	2	1
5	If I want to change my work I will look for opportunities within the organization first	5	4	3	2	1
6	While working in the company, I always feel learning,	5	4	3	2	1

	growing and competitive comparing to other similar organizations					
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Thank you