

ADDIS ABABA UNIVERSITY

SCHOOL OF GRADUATE STUDIES

**THE IMPACT OF EMPLOYEE TURNOVER ON
SUSTAINABLE DEVELOPMENT ACTIVITIES: THE CASE OF
BOLE SUB CITY,
ADDIS ABABA**

By

Meron Seifu

Addis Ababa, June 2014

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**A THESIS PRESENTED TO THE SCHOOL OF GRADUATE
STUDIES OF ADDIS ABABAUNIVERSITY IN PARTIAL
FULFILMENT FOR THE REQUIRMENT OF THE DEGREE OF
MASTER OF ART (M.A) IN PUBLIC ADMINSTRATION AND
DEVELOPMENT MANGEMENT.**

June, 2014

Addis Ababa

Acknowledgements

First and for most I would like to thank my Lord and Savior Jesus Christ for saving me from eternal death by his precious blood and for helping me successfully complete my study.

My deepest gratitude and appreciation also goes to my thesis advisor Dr. Costantinos BT for his unreserved guidance, relevant advice and critical comments from the design to the completion of this thesis work. Without his critical and scholarly advice, this study wouldn't have got its current shape.

My heartfelt thanks also go to all members of my family specially my Husband Abdi Bekele for his moral support throughout my study.

I am also delighted in extending my sincere appreciation and thanks to my beloved friends Hanna Mulugeta, Biniam Assefaw and Dagmawit Teferedegne all for their constant encouragement.

It is also with deepest earnest that I would like to express my thanks to my Colleagues Abebe Weyecha, Zinash Getahun and Adenew Sumuru for their moral support until the completion of the study.

Finally, I would like to thank all respondents, coordinators, and all staff of Bole Sub City especially Ato Yosef the head of Human resource department head and Ato Girma the senior officer for Human resource department their cooperation, willingness and provision of useful information to undertake this study.

God bless you all!!

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Abstract

The main purpose of the study was to investigate the impact of Employee turnover on sustainable development activities in Bole Sub City, Addis Ababa. It focused on challenges and prospects of the employees services for sustainable development activities with the aim to suggest alternative solutions to the identified problems. The research methodology employed in this study was descriptive survey. Accordingly, survey questionnaire was prepared, pilot tested and administered to a sample of 118 respondents composed of 103 current employees' respondents and 10 former employees' respondents. A total of 113 (95.76%) questionnaires were properly completed and returned. In addition, interview, observation and document analysis were made to collect the necessary information. From twenty seven core process owner or offices and human resource core process owner or office were selected using simple random sampling techniques. Non probability sampling technique was employed to select current employee respondents whereas purposive sampling technique was employed to select former employee respondents. Results obtained were analyzed by using descriptive method such as frequency counts, percentage and narrative description. The result of the study indicated the following. The employee turnover that Bole sub city face are increase rapidly, majority of current employees (92.4%) believed and responded as, when their level of qualification increases their chance of working in the organization decreases. The sustainable development activities are exclusively designed to address economic, political, cultural and ecological sustainability. The major factors affecting the performance of sustainable development activities were found to be lack of professional employees or Employee turnover, unproportionality of the number of employees with sustainable development activities. Thus, to alleviate the above problems the following recommendations were forwarded. The concerned bodies should pay due emphasis to strengthen the current employees situation that the sub city is rendering. The sub city should consider qualification and experience in promoting employees; the organization should continue and improve this good practice. Finally, the Addis Ababa city Administration should reconsider the current economic situation of employees to encourage tenure and quality of Employee to support the sustainable development activities.

CHAPTER ONE

1. Introduction

1.1 Background of the study

Addis Ababa is the capital city of Ethiopia and a diplomatic center for Africa, home to African Union (AU) and United Nations Economic commission for Africa (UNECA). The city is also a seat for regional headquarters of many organizations (DENIB, 2000). The infrastructure and other social services are relatively in better condition than other cities of Ethiopia. Proclamation number 1/1995 of the Addis Ababa city administration divides local government power into ten sub cities. Bole Sub city is one sub-city found in Addis Ababa. Bole Sub city is full of social, economic and demographic problems. One of the major problems is the employee turnover that is considered as the major sustainable development problem in Addis Ababa.

In the last two decade awareness of sustainable development issues and of employee turnover is critical issues of an organization throughout the world. Even in the developed world, the rate of employee turnover is still very high. Moreover, looking into the gender perspective, Women's salary may be less than that of men, while they are required same education, training, skills, and responsibilities. The level of sustainable development activities in an organization will only be achieved if employees are satisfied by the internal environment of an organization. Employee turnover in an organization is one of the main issues that extensively affect the sustainable development activities of an organization. It is often suggested that an organization should adopt clear Standard Operation Procedures that decrease the gap among the top management and the middle management in order to identify and resolve the issue of employee turnover for the development of the organization.

In today's competitive business world, it is considered to be an important task to manage employee turnover for any organization. Naturally, people would want diversities in his/her everyday life; seeks as a person needs are not limited /employees for new and challenging jobs and good working environment in job place. Though it is challenging to accommodate all employee needs economically, it is also crucial for an organization to retain its talented employees. Every organization wishes to have high productivity, less turnovers and high profit

margin. Turnover Management is the key economic factor for sustainable development activities of an organization.

For decades, diverse population dynamics have the potential to further exacerbate inequalities, both in developing and in developed countries, and at the global level. Increased urbanization, and rapid population growth, as well as population ageing, while reflecting rising prosperity in many countries, will put major stress on national and local infrastructures and public finance, as well as care giving, health and education systems. In-order to address these challenges and to position for the global sustainable development agenda after 2015, a strengthened development agenda will have to facilitate transformation in the way the city produces goods and services, in the way it creates jobs, in its consumption patterns, in the management of natural resources, and in the mechanisms of good governance.

Sustainable development is a term widely used by governments, humanitarian agencies and donors all over the world, even though the notion is still rather new and lacks a uniform interpretation. Important as it is, the concept of sustainable development is still being developed and the definition of the term is constantly being revised, extended, and refined. We can formulate our own definition as you learn more about the relationships among its main components the economic, social, and environmental factors of sustainable development and as you decide on their relative significance based on your own system of values.

High rate of employee turnover has resulted in job dissatisfaction, organizational commitment, comparison of alternatives and intention to quit (Griffeth, 2000). A key theme of this paper that high employee turnover is not just a financial cost to the organization, but also detracts from the ability of companies and sites to make a positive contribution to sustainable development. This argument Presupposes that sustainable development principles ought to apply not only to the management of 'natural capital' (that is, the utilization of physical resources and the management of environmental impacts), but also to the spheres of economic, human and social capital (that is, impacts on people). This broader conception of sustainable development has wide acceptance within government structures, although in most instances, the human and social components are lumped together under the heading of 'the social pillar' of sustainable development. (Hooke, 2002)

In line with this conceptualization, this paper considers the impact employee turnover on sustainable development activities of Bole sub city. Bole is a sub city in Addis Ababa, Ethiopia. Currently, 4183 employees are working under Bole Sub City, According to the human resource database, 3422 are professional and there is 1082 are vacant position (Bole Sub City socioeconomic survey, 2011). One of the reasons for significant position is the high turnover of employees. In this regard, high employee turnover affects the sustainable development activities of the sub city.

For several reasons, solving this sustainable development problem in the sub city has been related more directly to the issue of decreasing Employee turnover. Employee turnover in organizations has received substantial attention from both academics and managers. Much of this attention has been focused on understanding its causes. Implicit in this approach is the assumption that turnover is driven by certain identifiable characteristics of workers, tasks, firms, and markets, and that, by developing policies to address these characteristics, managers might reduce the occurrence of turnover in their respective organizations. As noted by several observers, however, the consequences of turnover have received significantly less attention from researchers (Staw, 1980).

It is clear from the above description of the activities and the whole situation of the sub-city that there is a need to strengthen the human resource system and devise a mechanism for sustainable development in the process.

The research paper objective is to address the questions that is, *does employee turnover affect the sustainable development activities of the organization?* Various studies show that employee turnover negatively affect the overall efficiency of the organization. If proper action is taken on employee workload, work stress, salary, job satisfaction, and work to family conflict, the turnover ratio alternatively decreases and organization performance will enhance. Derek (2006) found a positive relationship between employee turnover and organization efficiency, and concluded that there is insignificant negative relationship between employee turnover and organizational sustainable development activities.

The reason why, this research topic was selected is because in our environment most of the workers are not satisfied with their jobs and most of them quit their jobs when they find a relatively better paying job. The reason is not that they are not competent but there are few

factors that affect the commitment and satisfaction of the employee towards their job, some are employee workload, work stress, salary, job satisfaction, and work to family conflict. The research study was scrutinized the fact that employee turnover is positively effect on overall sustainable development activities of the organization.

1.2 Statement of the problem

The government of Ethiopia has been making a concerted effort to bring a considerable sustainable development to the capital, Addis Ababa. Addis Ababa, the metropolitan city of Ethiopia, like many other towns and cities of the developing countries has a serious problem in employee turnover. The number of employee is high but many vacant positions are also available. However, employee turnover from government organization has been the responsibility of the civil service for a long period of time. Although several reforms were made to improve the management of service, the number of employee turnover is increased and the impact has come under serious threat.

Various researches, such as a study conducted by David Brereton (2003), concluded that the negatives associated with high workforce turnover include:

- high ongoing recruitment, replacement and training costs
- decreased productivity due to loss of site specific knowledge and work group synergy and declining morale amongst remaining employees
- reduced capacity to develop workforce skills and build human capital
- increased difficulties in establishing and maintaining a positive safety culture

thatworsen the negative impact on sustainable development but also on the mechanisms of controlling employee turnover at the source, alternative administration system and the spirit to shoulder responsibilities among the general public, local and traditional institutions, business community, non-government and governmental institutions through regular campaign, education and training programs should be stressed. In addition to this, as with any other management strategy, there is a need for public involvement and political support in the identification of priorities and the implementation of the necessary enabling measures.

Also all concerned bodies should exert efforts to solve the employee problem since the current proficient of the employee do not get their exact position. Therefore, Addis Ababa city

administration worker are not that much satisfied and various international organizations is also employed foreigner person for their standard.

According to some official records, most people do not want to continue their job at their office because the standard that set by the civil servant are not that much attractive and do not encourage people to grow up. These fact shows of the employee turnover will increase day to day in terms of employee dissatisfactions, in most parts of the city administration offices including Sub-City of Bole.

Employee turnover creates a range of development problems in Addis Ababa particularly at the area of Bole sub city. High level of employee turnover has its own negative impact on Sustainable development activities. Any person while engaged with a job at Bole Sub City will able to observe satisfaction, job security and create a feeling of working modern organization. Nevertheless, after they get the chance to work at the Bole sub city they start complains with the system and the salary therefore, it pushes them to leave their job. Lacks of enough salary and job satisfaction are the negative effect on employee turnover. The adverse effect of employee turnover on employee job and development of the Addis Ababa is expected to be significant. Thus, has addressed the knowledge gap to find out the reasons for a high employee turnover in Bole Sub city offices and the impact on sustainable development activities.

1.3 Research question

Though the research, the researcher will answer the following basic questions

1. What are the factors affecting the level of Employee turnover in Addis Ababa?
2. How much and how well do the Sub City Administration and various Administrative stripes manage Employee turnover?
3. How much do the private sectors and community-based organizations contribute in the Employee turnover process?
4. What are the impacts of high Employee turnover on Sustainable development activities?

1.4 Objective of the study

1.4.1 General Objective

The general objective of the research undertaking is to assess the level of Employee turnover in bole sub city and to investigate the impact of Employee turnover on sustainable development activities

1.4.2 Specific Objectives

The specific objectives are to

- assess the employee turnover situation in Addis Ababa;
- identify the factors which affect sustainable development activities and Employee turnover in the city;
- To analyze the impact Employee turnover on sustainable development activities and make recommendations to alleviate the situation;

1.5 Significance of the research

High employee turnover affects sustainable development management. Institutional memories may be lost and continuity of operations may be hampered. Hence, the significance of the study rests in identifying the strengths and weakness of city administration in employee administration, to shows the impact of employee turnover on sustainable development activities and recommends some of the basic mechanisms of ensuring effective and sustainable mechanisms to enhance sustainable human resource management and sustainable Development movement of the city. To achieve this purpose, the study assesses the role of employee on sustainable development activities and to identify the factors affecting the level of their participation. The study also explains the impact of the ongoing participatory programs on employee turnover and their effect on the improvement of the sustainable development activities in Bole Sub City.

1.6 Delimitation of the study

Addis Ababa City administration has ten sub cities is working in Addis Ababa of Ethiopia. Namely, Addis Ketema, Nefas Silk Lafto, Kirekos, Guleli, Arada, Yeka, Kality, Kolefe, Ledeta and Bole. Bole Sub City has about 27 Core process owner offices and twenty two different main offices under weredas across the sub city by which its different activities are taken place. The study is aimed to investigate the impact of Employee turnover on sustainable development activities. Hence, to make the study comprehensive and manageable, geographically it is delimited only to city government of Addis Ababa Bole sub city where the researcher has wide

experience. Moreover, the study is delimited to examine only employee turnover and sustainable development activities of the Bole sub city.

1.8 Organization of the study

The first chapter of the study will cover the introduction, statement of the problem, objective of the study, limitation, delimitation and significance of the study. The second chapter of the study will cover review literature part. Hence, in this chapter different theories and assumptions concerning employee turnover and sustainable development activities are discussed. It also exposed the various thought entertained by various scholars in the area of employee turnover, sustainable development and the role of employee turnover on sustainable development activities. The third chapter presents the research design and methodologies. In the fourth chapter, the collected information or data is described and analyzed. The summary and recommendation part are presented in the fifth chapter. At last, bibliography, appendix and questionnaire is attached.

CHAPTER TWO

2. LITERATURE REVIEW

2.1. Over view of the turnover/ sustainable development

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

Companies incur direct and indirect expenses, which include the cost of advertising, recruiting fees, human resource costs, loss of productivity, new hire training, and customer retention, every time they have to replace an employee. These expenses can add up to anywhere from 30 to 200 percent of a single employee's annual wages or salary, depending on the industry and the job role being filled (Ibid)

"While lower paying job roles experience an overall higher average of employee turnover, they tend to cost companies less per replacement employee than do higher paying job roles. However, they incur the cost more often. For these reasons, most companies focus on employee retention strategies regardless of pay levels" (Ibid).

Potential negative consequences of employee turnover include operational disruption, demoralization, negative public relations, personnel costs, strategic opportunity costs, and decreased social integration (Colema, 1987).

Employee turnover is giving sleepless nights to human resource managers in many countries such as Ethiopia. A widely held belief in these countries is that employees have developed bad attitudes due to labor shortage. Employees are believed to job-hop for no reason or even for fun. Unfortunately, despite employee turnover being such a serious problem in Ethiopia, there is dearth of studies investigating it; especially studies using a comprehensive set of causal variables

are rare. In this study, the researcher examined three sets of antecedents of the intention for employee turnover in companies in Bole Sub City: demographic, controllable, and uncontrollable. Ethiopia companies provide an appropriate setting as their turnover rates are among the highest in Africa. Findings of the study suggest that the impact of Employee turnover on sustainable development activities (Bekele, 2010).

2.2 What Is Sustainable Development?

Sustainable development is an evolving concept that emerged in the 1980s in response to a growing realization of the need to balance economic and social progress with concern for the environment and the stewardship of natural resources. It has proven difficult to encapsulate sustainable development in a short, punchy definition, which is precise and unambiguous. This is because of the fact that there is no internationally agreed definition of what is meant by sustainable development. A number of general statements of broad principle have been made and have been widely accepted, but it has been left to nations, organizations and individuals to come up with more precise definitions.

Accordingly, hundreds of definitions have emerged. The meaning of sustainable development has become an area of intense academic debate in itself. UNESCO says, “Some argue that there is no need for one agreed definition of sustainable development; instead, sustainable development should be seen as a process of change that is heavily reliant upon local contexts, needs, and priorities”. Clearly, while there is no one definition, the global dimensions and impacts of the challenges facing the 21st Century require extensive international co-operation, political commitment and stewardship, and energy to move forward into a sustainable future.

Sustainability, in the broadest sense, is the ability to maintain a certain process or state at a certain rate or level over time. It can be applied in environmental, social, or economic contexts:

- Environmentally e.g. the ability of a fish population to sustain a certain level of harvesting without becoming depleted
- Socially e.g. in demographics, the ability of a population to sustain itself, by having a birth rate that matches the death rate
- Economically e.g. the ability of a company to sustain a certain level of production

2.2.1 Definition of Sustainable Development

Munro (1995) gave a definition of development:

Development is any and all kinds of activities that increase the needs or capacities of people or the environment to meet human needs or improve that quality of human life. The product of development is people who are healthy, well-nourished, clothed and housed; engaged in productive work for which they are well-trained; and able to enjoy the leisure and recreation which we all need. Thus development includes not only the extraction and processing of resources, the establishment of infrastructure, and the buying and selling of products, but also and of equal importance activities such as health care, social security, education, nature conservation, and supporting the arts, among other things. Development is a complex of activities, some with social, some with economic objectives, some based on material resources, some based on intellectual resources, all enabling people to reach their full potential and enjoy a good life.

He then went on to describe sustainable development:

For development to be sustainable, it must continue, or it must sustain its benefits indefinitely. This means that there must be nothing inherent in the process or activity concerned and the circumstances in which it takes place, which would limit the time it can endure. It also means that it must be worthwhile; it must meet the social and economic objectives just noted. To characterize an activity as sustainable, or to refer to sustainability, is to predict the future – an activity that is risky at best. It follows then that sustainability is inevitably an uncertain characteristic, and that the best we can do is to choose activities that careful analysis tells us are likely to be sustainable. There are many grounds for such choices as well as for rejecting activities that are clearly unsustainable. To summarize, sustainable development is the complex of activities that can be expected to improve the human condition in such a manner that the improvement can be maintained over generations.

Perhaps the most famous statement on sustainable development, taken from the World Commission on Environment and Development (popularly known as the Brundtland Commission) in its report *Our Common Future* published in 1987:

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

This statement has been widely adopted in subsequent discourse on the topic, 'sustainable' adapted by the OECD in its sustainable development glossary, and acknowledged by the European Union at the forefront of its strategies on sustainable development.

The roots of the Brundtland Commission's definition are seen as being the 1972 UN Stockholm Conference on the Human Environment. Here conflicts between the environment and development were first acknowledged. In the 1980 World Conservation Strategy of the IUCN, it argued for conservation as a means to assist development and specifically for the sustainable development of species, ecosystems and resources. Bell and Morse further explored the Brundtland Commission's definition:

Like other development approaches, sustainable development is all about an improvement in the human condition, yet unlike many of the others; it does not emphasize human growth or production. The difference rests on the underlying philosophy that what humans do now to improve the quality of life of people should not degrade the environment and resources such that future generations are put at a disadvantage. In other words we (the present) should not cheat the future; improving lives now should not be at the price of degrading the quality of life of future generations. At the same time, the sustainable element does not imply stasis. Human societies cannot remain static, and the aspirations that comprise a part of 'needs' constantly shift.

The Brundtland Commission's report said that sustainable development contains within it two key concepts: the concept of 'needs', in particular the essential needs of the world's poor, to which overriding priority should be given; and the idea of limitations imposed by the state of technology and social organization on the environment's ability to meet present and future needs. It went on to further elaborate that sustainable development requires meeting the basic needs of all for food, clothing, shelter and jobs (NSW Parliamentary Library).

- The promotion of living standards that are ecologically stable (as opposed to living beyond the world's means, for instance in our patterns of energy use);
- Increasing productive potential and ensuring equitable opportunities for all;
- Demographic developments that are in harmony with the productive potential of the ecosystem;

- Avoiding overexploiting resources that would prevent a society meeting its needs in the future, and recognizing that while technological developments may solve some immediate problems they can lead to even greater ones;

That the natural systems that support life on Earth: the atmosphere, the waters, the soils, and living organisms are not endangered. It requires that the adverse impacts on the quality of air, water, and other natural elements are minimized so as to sustain the ecosystem's overall integrity

Recognition of the limits in terms of population or resource use, which can trigger an ecological disaster, is important. This requires action long before these calamities are reached. The world must ensure equitable access to the constrained resource and reorient technological efforts to relieve the pressure.

That renewable resources like forests and fish stocks should not be depleted and non-renewable resources such as fossil fuels and minerals should be used to ensure that the resource does not run out before acceptable substitutes are available. Species, once extinct, are not renewable. The loss of plant and animal species can greatly limit the options of future generations; so sustainable development requires the conservation of plant and animal species.

Jordan (2008) commented on the definition given by the Brundtland Commission:

In some ways it is hardly surprising that the world is still struggling to solve the riddle of sustainability twenty years after the landmark Brundtland report. After all, the tense relationship between the two central themes of sustainable development – the simultaneous desire for economic prosperity and environmental protection – has lain at the heart of environmental politics and policy since time immemorial. Brundtland tried to address these tensions by sending out the intuitively appealing message that it is possible to have both at the same time.

2.2.2 Concepts of sustainable development

At the United Nations Conference on Environment and Development, held in Rio de Janeiro in 1992, the Rio Declaration was signed, which contains 27 “principles” Sustainable for sustainable development. These include the principle of intergenerational equity (considering the needs of

future generations), making environmental protection part of the development process and not separate from it, and the eradication of poverty as a requirement of sustainable development.

The political declaration of the World Summit on Sustainable Development, held in Johannesburg in 2002 reflects the conceptualization of sustainable development by referring to the three reinforcing pillars of sustainable development of economic development, social development and environmental protection.⁹ More recently, the case has been made for a fourth pillar to be added - cultural diversity. Some authors have identified that the abiding appeal of the definition given by Brundtland is that it is flexible and open to interpretation, and that it is this that has allowed a broad consensus to be built in support of it.¹⁰ Others have suggested that the term is open to such broad interpretation that it is effectively meaningless.

Harding (2006) suggested a pragmatic way forward:

The concept of sustainability has been much discussed over the past 17 years. Despite millions of articles, thousands of proposed definitions and the attention of a very large number of government and non-government bodies around the world, sustainability remains a contested concept. We seem unable to agree on exactly what sustainability means and how the concept should be interpreted in particular situations.

What is clear however, that is the exploitation of environmental resources and the management of waste products, requires urgent attention. This is evident due to the declining state of many natural resources and the potential for continuing, and most likely increasing, human pressure on these resources. This pressure comes from population growth, the need to provide for development in poorer nations, and continuing growth in consumption. Hence at this time, it is best to urgently address the unsustainable nature of natural resource use, rather than putting this on hold while we argue endlessly about exactly what sustainability means.

Kates (2007) also suggested different ways of understanding what sustainable development means other than defining the terms – considering what it NSW Parliamentary Library Research seeks to achieve; the way it is measured; the values it encompasses; and the way it is put into practice. They suggested three examples of what sustainable development seeks to achieve: the Millennium Development Goals; the goals set for 2050 by the US Board on Sustainable Development, and the long-term goals (post-2050) set by the Global Scenario Group. Examples

given of the values, which underpin sustainable development, are the Millennium Declaration and the Earth Charter¹³. The following sections of this paper consider the way sustainable development activities can be measured, and the sustainable development policies that have been put in place.

2.3 Turnover

Generally, we can consider all costs related to the leaving and replacement of employees as costs of labor turnover. These embrace not only the costs of recruitment and selection. As early as 1960, Gaudet (1960: 39-47) put forward a rather comprehensive list of turnover costs with items such as advertising, college recruiting, applicant's travel expenses, medical examinations and psychological testing, recruitment awards for employees, and 'hotel entertainment'. The costs of these items can be accounted for, and the same roughly holds for the loss of sales because of vacancies and higher average pay due to extra overtime. More difficult to estimate are the extra expenditures for training and learning contextual skills, because these include also the costs of coaching, supervision and the loss of quality and product output.

Even more complicated is the accounting for items like the loss of team productivity, the loss of effectiveness of informal communication and coordination processes and a decreased motivation of those employees who are left behind (Mobley, 1982: 20-21). Sailors & Sylvester (1994: 32) estimated the costs of labor turnover to US companies "to be several billion dollars per year" of which 20 per cent consists of direct turnover costs and 80 per cent of costs that can be associated but are not directly visible.

According to the theories, a motivated workforce can really make a difference when competing in the market. Dedication to the organization's goals, knowledge of the firm's internal processes, its suppliers and customer relations is supposed to produce high performance (Herman, 1997). A high turnover rate is contradictory to high performance because it shows that one of the core conditions of high performance – i.e. a highly committed workforce – is not met.

Additionally, high commitment requires long periods of training and socialization. Consequently, it will take more time before the break-even point between investments in human capital and the returns to these investments is reached. Therefore, in a context of high commitment the costs of labor turnover will be relatively high.

2.4 Causes of Turnover

There are a number of factors that contribute to employee turnover. We explore some of these factors in more detail below.

1. **The Economy:** Some minimum wage workers report leaving one job for another that pays only 50 cents an hour more. Obviously, in a better economy, the availability of alternative jobs plays a role in turnover, but this tends to be overstated in exit interviews.
2. **The Performance of The Organization** - an organization perceived to be in economic difficulty will also raise the specter of impending layoffs. Workers believe that it is rational to seek other Employee.
3. **The Organizational Culture** - much has been written about organizational culture. It is sufficient to note here that the reward system, the strength of leadership, the ability of the organizations to elicit a sense of commitment on the part of workers, and its development of a sense of shared goals, among other factors, will influence such indices of job satisfaction as turnover intentions and turnover rate.
4. **The Characteristics of The Job** - some jobs are intrinsically more attractive than others are. A job's attractiveness will be affected by many characteristics, including its repetitiveness, challenge, danger, perceived importance, and capacity to elicit a sense of accomplishment. A job's status is also important, as are many other factors.
5. **Unrealistic Expectations** - Another factor is the unrealistic expectations and general lack of knowledge that many job applicants has about the job at the time that they receive an offer. When these unrealistic expectations are not realized, the worker becomes disillusioned and decides to quit.
6. **Demographics** - empirical studies have demonstrated that turnover is associated in particular situations with demographic and biographical characteristics of workers. But to use lifestyle factors (e.g. smoking) or past Employee history (e.g. many job

changes) as an explicit basis for screening applicants, it is important for legality and fairness to job applicants to verify such bio-data empirically.

7. The Person - These include both personal and trait-based factors. Personal factors include things such as changes in family situation, a desire to learn a new skill or trade, or an unsolicited job offer. These traits are some of the same characteristics that predict job performance and counterproductive behaviors such as loafing, absenteeism, theft, substance abuse on the job, and sabotage of employer's equipment or production. These traits can be measured and used in employee screening to identify individuals showing lower probability of turnover.

2.5 Categories of employee turnover

Employee turnover may be classified into five categories

a) Functional vs. Dysfunctional Turnover:

Functional Turnover can be defined as “A turnover in which poor performers leave” while Dysfunctional Turnover can be defined as “A turnover in which good performers leave” (cited in Wikipedia).

b) Avoidable vs Unavoidable Turnover:

A turnover that happens in avoidable circumstances is called ‘Avoidable Turnover’, where as “A turnover that happens in unavoidable circumstances is called ‘Unavoidable Turnover’ (cited in Wikipedia).

c) Voluntary Vs Involuntary Turnover:

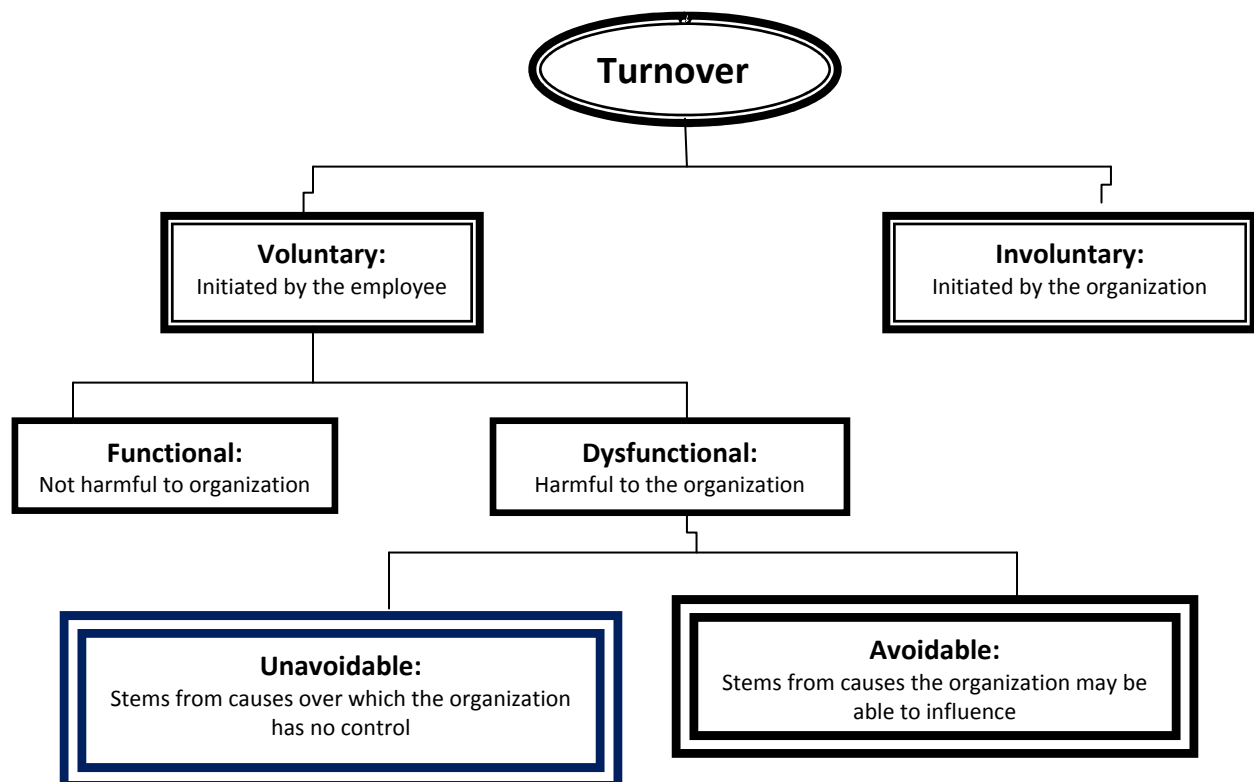
Voluntary turnover can be defined as “The turnover in which employee has own choice to quit or instances of turnover initiated at the choice of employees” where involuntary turnover can be defined as “The turnover in which employees have no choice in their termination e.g. sickness, death, moving abroad or employer’s initiated termination” (cited in Wikipedia).

d) Internal Vs External Turnover:

Turnover can be classified as ‘internal turnover’ or ‘external turnover’ (cited in Wikipedia). Internal turnover happens when employees send-off their current position and getting a new position within the same organization. It is related with the internal recruitment where organizations filling the vacant position by their employee or recruiting within the organization.

e) Skilled Vs Unskilled Turnover

Untrained, uneducated and unskilled positions often face high turnover rate. Without the organization or business incurring any loss of performance, employees can generally be replaced. On the other hand skilled and educated positions may create a risk to the organization while leaving. Therefore turnover for skilled and educated professionals incur replacement costs as well as competitive disadvantage of the business.



2.6 Culture and Employee Turnover

Numerous researchers have examined the effects of job enjoyment on worker satisfaction and turnover. In particular, it is well established that employee satisfaction is a closely related predictor of turnover. The loss of employees is a disruptive event. Organizations often pursue innovative ways to reduce employee turnover, often with limited success. Aspects relating to the nature of work itself, such as organizational commitment, compensation, overall job satisfaction, and job involvement, could also affect employee turnover (Bassett-Jones and Lloyd, 2005).

People select jobs based on value congruence. Employees are more likely to leave an organization if their personal attributes do not fit with one's job (Chan, 1996). Job fit and social environment are critical aspects of job embeddedness (Bassett-Jones and Lloyd, 2005).

Some of these factors include:

- The extent to which people have links to other people or activities;
- The extent to which their jobs and communities are similar to or fit with the other aspects in their life spaces; and
- The ease with which links can be broken – what they would give up if they left, especially if they had to physically move to other cities or homes.

A variety of factors have been empirically associated with retention that is not attitudinal but organizational. Inducements to stay can derive from working with groups or on certain projects that create types of commitment other than the attraction a person has for his or her job or organization (Bassett-Jones and Lloyd, 2005)

2.7 The Meaning of High Turnover

Determining what constitutes 'high turnover' is a complex issue, because there is not a simple linear relationship between turnover rates and the social and/or economic performance of companies and sites. Too little turnover can be as big a problem as too much. If organizations do not have a reasonable flow through of new personnel, they risk ossification. In addition, some turnover is socially desirable because it gives people an opportunity to obtain entry into the labor market and to move to different and better jobs.

Furthermore, what constitutes excessive turnover will vary from sector to sector. For example, the fast food industry is arguably suited to operating with higher rates of turnover than industries such as mining, which have much more expensive human capital inputs. Similarly, within particular industries the impact of a given level of turnover will be greater in some areas than others. Not surprisingly, it is easier for most organizations to manage substantial ongoing turnover in 'base level' positions than amongst professionals and skilled workers.

2.8 The Cost(s) of Turnover

Allen identifies three key reasons why turnover is important to organizations:

1. Turnover is expensive;

- Costs associated with turnover include time, money, and other resources, such as:
 - ✓ Manager's time (retention attempts, exit interviews, etc.);
 - ✓ Delays in production and customer service;
 - ✓ Hiring inducements (signing bonus, relocation expenses, etc.);
 - ✓ On-the-job training (supervisor time, employee time);

2. Turnover impacts business performance; and

- ✓ Link between high turnover and organizational performance shortfalls;
- ✓ Reducing turnover improves sales growth;
- ✓ Reducing turnover improves workforce morale.

3. Finding qualified employees is becoming more difficult

- Labor shortages caused by factors such as:
 - ✓ Aging population;
 - ✓ Globalization;
 - ✓ Inadequate educational programs;
- Right people with the right skills are becoming increasingly hard to find.

The article delineates how organizations that create strategies for retaining talent have a competitive edge – and to develop an effective retention plan, organizations must consider the:

- Causes of turnover;
- Turnover population; and
- Costs / benefits of turnover.

2.9 THE COSTS AND CONSEQUENCES OF HIGH TURNOVER

A key theme of this paper is that high employee turnover is not just a financial cost to business, but also detracts from the ability of companies and sites to make a positive contribution to sustainable development. This argument presupposes that sustainable development principles ought to apply not only to the management of ‘natural capital’ (that is, the utilization of physical resources and the management of environmental impacts), but also to the spheres of economic, human and social capital (that is, impacts on people).

This broader conception of sustainable development has wide acceptance within the regional and sub city (for example, see Hooke, 2002:1); although in most instances the human and social components are lumped together under the heading of ‘the social pillar’ of sustainable development.

In line with this conceptualization, the following section briefly considers the costs and consequences of high employee turnover under three broad headings:

- Financial impacts on organization and companies (economic capital)
- Workforce impacts (human capital)
- Community impacts (social capital).

2.10 Turnover benefits

The following potential advantages of labor turnover could be listed:

1. Leave of relatively expensive employees: This applies especially in case a firm uses a compensation system based on seniority or if the premiums for social security are age related. If the rise of labor costs exceeds the increase of productivity of an employee, replacement of the latter becomes profitable.

2. Leave of less productive employees: This refers to workers who lose productivity due to aging, physical and mental wear or because they cannot cope with rising work pressures.
3. Termination of bad matches: Even under the conditions of careful recruitment and selection procedures, some matches turn out to be better than others. This holds especially when productivity and performance do not so much depend on technology as well as on social relations and contextual skills (McEvoy&Cascio, 1987).
4. Innovation: Labor turnover creates possibilities for replacing employees and therefore enables firms to import new types of knowledge, ideas, experience and skills.
5. Adjustment to market conditions: The personnel demand of a firm is dependent on external conditions of which the market and the business cycle are important ones. Hence, some variation in the number of staff employed is inevitable.

Compulsory redundancies may lead to substantial costs because of severance pays and may weaken the psychological contract with those workers who leave behind. A sufficient amount of 'natural' labor turnover may facilitate these adjustments.

6. Facilitating internal labor market: Internal labor markets provide the opportunities for career development of employees and are therefore an important instrument for motivation, the more if productivity is not easy to measure in the short run (Baron & Kreps, 1999: 171-172). Turnover creates the vacancies required for the internal labor market to function properly.
7. The price of quality: Labor turnover is the price organizations have to pay for the Employee of young highly skilled and well-educated professionals. Although these 'job hoppers' will leave the organization inevitably, during their stay they contribute significantly to the organization's success. Prevention of this kind of turnover would be the Employee of more 'average' employees who are less attracted by the external labor market (Cappelli, 2000).

CHAPTER THREE

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Research method

This research calls for examining the impact of employee turnover on sustainable development activities. Accordingly, the researcher decided to employ a descriptive survey method. The researcher selected a descriptive method because the study was intended to make detailed description and analysis. As explained by Best and Kahn (1999:114) a descriptive survey method is concerned conditions that exist, opinions that are held, process that are going on and effects that are evident or trends that are developing. This method also helps to gather data from a relatively large number of cases within a limited period of time. Besides, this method is appropriate for analyzing the prevailing conditions and particular trends that are developing.

3.2 Data Source

The combination of primary and secondary data sources were used to undertake the study informative. The primary data were collected from, Process owner head, senior officers, officer counselors and support staff in this study. The researcher also used secondary sources, which contain data related to the topic under study, the implementation plan, annual review, official report, policy frameworks, strategies and guidelines as well as relevant literature on sustainable development and employee turnover.

3.3 Sample and sampling techniques

There are ten sub cities and each sub city has different number of weredas in Addis Ababa through which Bole sub city is work different sustainable development activities to the public by using there twenty seven different main offices. These are Culture and Sport, Education Bureau, Capacity Building Bureau, Health, Labor and social affairs and etc. and its main offices which is located around Megenagna,. From these offices that Bole sub city is using as an office to work different activities in Addis Ababa, the researcher collected data from these main offices.

The manageability of the number of office's Bole sub city is operating in closer buildings are the very reason to collect data from each offices. A total of 108 questionnaires were distributed to head of the department and staff of Bole. Eight one (81) (80%) for staff (experts, coordinators, officers and others) and 27(20%) for head of the main offices (process owners) which 103(95.37%) of them properly filled and returned 76 (93.82) of staffs and 27 (100%) of the head

of the main offices properly filled the questionnaire. As a result, the responses are expected to be sufficient to draw inference for the study.

Keeping the nature of head of the main offices and staff of Bole sub city, non-probability sampling approach was used in contracting target unit (respondents) of the study. However, a consideration was made to randomize the selection of the respondents. Therefore, the final data collection was administered for about a month, while maintaining sudden visit (both in the morning and afternoon) to the sub city, to avoid selection biasness up to some extent

Purposive sampling technique was used to select respondent coordinators of the main offices and head of the main offices. Since, purposive sampling helps researchers to intentionally select samples that have experience with the central phenomena or the key concept being studied or explored (Creswell and Clark, 2007:113). Consequently, one human resources head (process owner) selected from twenty seven main offices using purposive sampling techniques and interviewed during the study because they are key players in the subject under study.

3.4 Instrument and procedures of data collection

To gather relevant data from the respondents' two sets of questionnaires, semi-structured interviews and observation were utilized.

3.4.1 Questionnaire

In order to obtain relevant data about the study the researcher employed questionnaire as a major tool of data collection. The questionnaire was preferred for it enables to gather data about situation, practices and problems from large number of respondents within a relatively short period of time. Accordingly, two different types of questionnaire namely for current employees and 10 former employees was administered. The questionnaire was containing the majority of close-ended question items. In order to make it easily understandable and to minimize language barriers, the researcher was first prepared it in English, then after translated it in to local language, Amharic.

3.4.2 Interview

According to Patton (1987;11) an interview guide is a list of questions or issues that are to be used in the course of an interview and it provided topics or subject areas about which the interview is free to explore, probe and ask questions that will elucidate and illuminate that particular subject. Thus, interview was employed to generate and obtain information from

Human Resource department head or process owner. The data obtained were qualitatively analyzed and triangulated with quantitative ones, where appropriate. Besides, documents review (project implementation plan, impact evaluation report) was made to enrich the qualitative data.

3.4.3 Observation

According to Patton (1987; 70) an important source of qualitative data evaluation is direct, first hand observation of the program. The main advantage of observation is its directness moreover, data collected by observation may describe the observed phenomena as they occur in their natural setting” (Nachmias,1992;192).Therefore, the observation for this study was planned in order to have better understanding about the sustainable development activities of the sub city is providing for its public. The observations were focused on the physical environment of the activities, how employees are welcomed and involved in sustainable development activities and other related issues.

3.5 Process of data collection

The data gathering instruments were designed on the basis of the reviewed literature and the intended data to be collected. In order to test the validity and reliability of the two types of questionnaires, a pilot test was carried out at Capacity building office and Education office. Thus, from the first type 20 questionnaires and from the second five questionnaires were distributed to both head and staff of the office. On the basis of the feedback of the pilot study unnecessary questions were omitted, ambiguous concepts corrected and vague words altered and substituted.

After correcting the pilot tested questionnaires, the actual distribution was followed and close supervision was exercised to ensure the questionnaire filling process is conducted in a way to receive reliable and dependable data. The objective of the study was put in clear and understandable statement in order to avoid confusion and convenient time was chosen for the respondents and in order to maximize the quality of responses and degree of return.

Interview response of human resource head or process owner was used as additional inputs to substantiate the response of current employees and 10 former employees of the Bole sub city. The researcher also observed the physical environment of each main office and the project area and the necessary information has been gathered based on a checklist.

Moreover, official contact was made with the research program process owner of human resource to get permission and support for this research work and ethical issues were put in to consideration, the researcher gathered permission before hand for their participation of the study.

3.6 Method of data analysis

Before the analysis, the data gathering questionnaires were tabulated and analyzed quantitatively. Information generated from respondents by using interview was organized, summarized, analyzed qualitatively. To analyze the quantitative data percentage was used. Moreover the information gathered by the use of observation and interview guides was transcribed and summarized using narrative. Finally, the qualitative data were triangulated with the quantitative data obtained by using questionnaires

3.7 Ethical considerations

Before entering the field to collect data, the researcher has received an official letter from Addis Ababa University, Public Administration and Development Management department. Therefore, as to get the necessary cooperation from current and former employees of Bole sub city and respondents.

The researcher commenced collecting data fist starting by explaining about whom she is, and the purpose of the research is for the requirement of MA degree in Public Administration and Development Management.

CHAPTER FOUR

4. PRESENTATION AND ANALYSIS OF DATA

This chapter deals with data presentation, analysis and interpretation of the findings of the study. The necessary data were collected mainly based on examining the impact of Employee turnover on Sustainable development activities. The data obtained through questionnaires, interviews, observations and secondary sources were analyzed and interpreted therefore as to treat the basic questions raised in chapter one.

4.1 View of Management on Turnover at Bole sub city administration

The following result shows interview made with human resource staff of bole sub city administration bureau on the issues of related to causes and costs of turnover and what impacts made on the sustainable development activities of Bole sub city administration bureau. The reason why these questions were raised is that of do the management staff has no awareness about employee's turnover and causes on the sustainable development activities of the sub city.

A. Reasons for Turnover of Employees

The management as well as the human resource process owner has awareness for the turnover of professional employees. As stated by Human Resource Process Owner, The mobility and resignation of manpower due to the sub city not achieve its mission as per plan. According to the human resource process owner view currently the organization is losing experienced and professional employees due to the availability of alternative jobs from various organizations like Ethiopian Revenue and Custom Authority, Banks, Ethiopian airlines, telecommunication corporations, Universities and other institutions are paying better salary and benefit package than Bole sub city, private organizations and NGO's need professional employees and pay better salary and give other benefits made our experienced professional employees to leave the organization, management and other concerned bodies knew reasons of termination via the application letters that employees submit to the management to get letter of resignation, recommendation letters and written work experience to obtain employment opportunities elsewhere.

As per survey of different documents and resignation letters written and submitted to the organization, most of them terminate due health problems. But most of the reasons stated on

application letter are not genuine but rather employee's present false reasons so as to get the valuable document they need.

Apart from problems stated above, human resource process owner and management stated that there are no difficulties with working environments supervisor employee relation are smooth, salary and other benefit packages of the organization are similar to other governmental organizations of the country, existence of equal opportunities for promotion, career development, impartial grievance handling mechanisms and others job assignment of the organization is based on performance status and skill that they have.

B. Sustainable development activities and costs of Turnover at Bole sub city

To get potential and experienced employees in Bole sub city uses different recruitment mechanisms to fulfill the vacant position posted or notified by the organization. The cost incurred by the organization on includes cost of advertisement via newspaper, interview costs, costs incurred for those allowed for their career development, training and development costs of new and existing employees etc.

According to management and human resource process owner of Bole sub city, the organization is trying to maintain stable developmental activities through various mechanisms. In the first place full orientation is given for new employees when they are hired about working condition of bole sub city, duties and responsibilities in each one of position will be explained, benefits that they will get also told to them. In order to improve the benefits employees the organization has planned and working with different governmental organizations. Therefore, this will reduce turnover of employees when it is implemented. The bole sub city also requested government bodies to allow increasing salary and other benefits like Ethiopian revenue and custom authority employees, but no positive response was obtained.

C. Employees turnover versus developmental activities at Bole sub city

C.1 Economical

According to my interview with two of human resource managerial class, employees turnover have a negative impact on the economy of the sub city. They describe that one employees invested by the government in different ways like recruitment and selection fee, self-development training budget etc. therefore due to this and other factors bole sub city faces economic crises.

C.2 Cultural impacts

One of the sustainable developmental activities is the culture of the societies, therefore I understand from my interview employees turnover has a negative impact. The main impacts of turnover is work perception of the societies is declined.

C.3 Political impacts

According to my interview employees turnover have a negative impact on one of the sustainable developmental activities that is politics. This is due to employees are left the governmental sectors this implies that there is no good administrative activities.

D. Turnover prevention actions

According to my interview how to reduce employees turn over. My respondents replied that about the actions taken: raise in salary, provision of better training opportunities, and attraction of new clients by offering new services, changing recruitment focus on hiring more experienced candidates to improve work life of the employees. Therefore, in order to identify if the employees in the organization are aware of the actions taken by the department human resource management I have asked such questions during interviews.

It was observed during the interviews; such as one of the interviewee responded that he is not very much aware of the turnover prevention actions already taken by the department human resource management. In contrary to him the other interviewees responded that they are aware of those actions. The interviewee from employees belonged to the management group and they expressed opinion that the employees are partially aware of actions being taken and that the department management is still in the process of implementation of those turnover prevention actions.

E. Different opportunities

My interviews responded for me the opportunity that is given from office to office is different. The opportunities are salary, training and incentives my respondents putting an examples revenue and land authority have a big salary with the same qualification with us. Due to this employees transfer to other offices for those kinds of opportunities. This implies that there is no well managed way in civil services.

F. Perception of top managers on employee's turnover

According to the interviews respondents most top managers they don't care about the employee's turnover. As I understand from my respondents around 100 employees leave the sub city, this implies that it is big crises on the developmental activities. But it is better to involve the top managers on this big issue and solve the problem.

4.1.1 Reasons for Turnover of Employees

The management as well as the human resource process owner has awareness for the turnover of professional employees. As stated by Human Resource Process Owner, The mobility and resignation of manpower due to the sub city not achieve its mission as per plan. According to the human resource process owner view, currently the organization is losing experienced and professional employees due to the availability of alternative jobs from various organizations. Some of these are the Ethiopian Revenue and Custom Authority, Banks, Ethiopian airlines, Ethiopian Telecommunication Corporation, Universities and other institutions are paying better salary and benefit package than Bole sub city. Private sector organizations and NGOs need professional employees and pay better salary and benefits. This attracts experienced professional employees leave the organization, management and other concerned bodies knew reasons of termination via the application letters that employees submit to the management to get letter of resignation, recommendation letters and written work experience to obtain Employee opportunities elsewhere.

As per survey of different documents and resignation letters written and submitted to the organization, most of them terminate due health problems. Nevertheless, most of the reasons stated on application letter are not genuine but rather employee's present false reasons to get the valuable document they need.

Apart from problems stated above, human resource process owner and management stated that there are no difficulties with working environments. Supervis or employee relation are smooth, salary and other benefit packages of the organization are similar to other governmental organizations of th ecountry, existence of equal opportunities for promotion, career development, impartial grievance handling mechanisms and others job assignment of the organization is based on performance status and skill that they have.

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4.2 View of former Employees of the sub city

The result from few former employees of Bole sub city shows that they left the organization due to many reasons but most of them said because of other job alternative that they obtained and benefits relative to Bole sub city. Most of them are working currently at commercial and National Bank of Ethiopia, Ethiopian Revenue and Custom Authority, Civil Service College, St. Mary College (A.A), Addis Ababa University College of Commerce.

4.3 Trend of turnover at Bole sub city

Employee's turnover is frequent and it is becoming series at Bole sub city the following table clearly shows the rate of turnover organization that the organization is facing faced in each year.

Table 1 Trend of turnover at Bole sub city

Year of termination in E.C	Number of terminated employees
2002	The researcher cannot get the data from bole sub city.
2003	
2004	240
2005	297
Total	537

Source: Bole sub city yearly magazine

4.4 Demographic Information of former Employees of Bole sub city

Table 2 Background information of former employees

Item	Measurement	Former employees	
		Frequency	Percentage
Age group	Below 25	2	20 %
	25 – 30	6	60 %
	31 – 35	-	-
	36 – 40	2	20 %
	Above 40	-	-
	Total	10	100

Source, *Questionnaire, 2014*

As shown in table 2, 6 (60 %) percent of former employees respondents are in the age between 25 and 30 and below 25,, between 31 and 35, between 36 and 40 and above 40 are 2(20%), 0and 2(20 %) respectively. The majority of former employees’ respondents 60percentare between 25 and 30 age group. Therefore, age is consistently and negatively related to turnover. Younger employees are more likely to resign than older employees are. The data shows majority of the respondents are young and hence more probability of turnover.

Table 3 Background information former employees

Item	Measurement	Frequency	Percentage
Age	Male	8	80 %
	Female	2	20 %
Total		10	100

Source: questionnaire, 2014

Table 4 Background Information of former employees

Item	Measurement	Frequency	Percentage
Marital status	Married	1	10 %
	Single	9	90 %
Total		10	100

Source: questionnaire, 2014

As indicated in table 3 and 4, 8 (80 %) of former employees respondents are males whereas females are 2(20 %). This implies that the majority of the former employees are males who have interest of resignation than that of females. As also shown in table 4 majorities of terminated employees are single that is 90 percent of respondents from former employees are single whereas 10 percent are married.

Table 5 Educational Background former Employees

Item	Measurement	Frequency	Percentage
Qualification	10+2	-	-
	12+2	-	-
	BSC/BA	7	70
	MSC/MA	3	30
	PhD	-	-
Total		10	100

Source: questionnaire, 2014

As indicated in table 5 of above table, 70 percent of former employees' respondents were qualified at first degree level and 30 percent of ex-employees are qualified at second degree level. This indicates that almost all of the respondents are first degree graduates of college and universities.

Table 6 Experience at Bole sub city of the former employees

Item	Measurement	Frequency	Percentage
Experience	< 1 year	2	20%
	One – two year	3	30%
	Two – five year	5	50%
	Five – ten year		-
	Above ten year		-
Total		10	100

Source: questionnaire, 2014

With regard to the item in the above table of 6 summarizes about tenure, of the respondents in the organization served, former employees of the organization served for use than one year and 2-5 years of service which accounts 50 percent while, 30% of ex-employees served for 1 to 2 years. Therefore, it is possible to generalize that almost all former employees of the organization

served for less than five years. This showed us employees in Bole sub city terminated with served

Table 7 Demographic variables contribution of turnover

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	gender contribution to leave the office	Frequency	7	2	1		
		Percentage	70	20	10		
2	Nothing you gained while they were at Bole sub city	Frequency	6	4			
		Percentage	60	40			
3	No consideration of qualification and experience	Frequency	3	4	3		
		Percentage	30	40	30		
4	Working environment was not conducive	Frequency	3	5	1	1	–
		Percentage	30	50	10	10	–

Source: questionnaire, 2014

The table above summarizes demographic variables extent of motivation to leave the organization the extent of former employees agreement or disagreement indicates, most of former employees left the organization due to gender role which accounts for 7(70%) percent.

When considering experience that they obtained while they were at Bole sub city, most of them had not any experience due to mismatch between their qualification and position in which they were placed. According to the respondents 6(60%) “Strongly agree” about no gain of experience and 4(40%) agreed as they had not gained experience. In other case, regarding consideration of qualification and experience for promotion, 3(30),4(40), 3(30) percent respectively responded as” strongly agree”,” agree”, and “neutral”.

To sum up, there were no considerations of qualification and experience for promotion. So, most former employees responded as the organization had no practice of considering qualification and experience for promotion. With regard to conduciveness of working environment, 5(50) percent

of former employee respondents s “agree” in working environment of the organization was no conductive, 3(30) percent also strongly agree that the organization’s working environment is unfavorable, whereas, 1(10), 1(10)percent respectively responded as they are “neutral”, and “disagree” that the organization’s working environment is unfavorable.

Table 8 Respondents extent on alternative job hope

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	gender contribution to leave the office	Frequency	2	3	5	0	0
		Percentage	20%	30%	50%		

Source: questionnaire, 2014

As the above table 8 summarizes respondents extent on alternative job hope 2(20%),3(30%), 5(50%), 0(0%) percent of responded as they are “strongly agree”, “agree”, “neutral”, and “disagree” respectively for leaving the organization is due to alternative job they obtained. Based on the data, 50 percent of ex-employees are” neutral.

Table 9 Respondents extent on job match

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	You left the organization because your qualification did not match your position	Frequency		1		7	2
		Percentage		10%		70%	20%
2	If you were at managerial position you didn’t leave the organization	Frequency		1	3	1	5
		Percentage		10%	30%	10%	50%

Source: questionnaire, 2014

As indicated in table 9 of item 1, employees left the organization not due to the cause of qualification and their positions mismatch. As shown 1(10%), 7(70%), 2(20%)percent

respectively responded as “agree”, “disagree”, “strongly disagree”. From the data most of respondents left the organization is not due to mismatch of qualification and position.

Therefore, it is possible to generalize that, employees left the organization is not because of mismatch between this qualification and in which they were hold in the position. Therefore, mismatch between qualification and position did not cause resignation of the employees.

Regarding position particularly managerial and non-managerial as a means to resign, the former employees responded as 1(10%), 3(30), 1(10%), and 5(50) percent respectively responded “agrees”, “neutral”, “disagree”, and” strongly disagree”. This indicates, whether they were at managerial position, they would not like to stay in the organization. Based on the data one can concluded that employees left the organization not due position they hold were lower level, managerial position or expertise position.

Table 10 Respondents extent of Commitment for sustainable development activities

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	You had no sense of belonging to the organization	Frequency	1	4	2	3	
		Percentage	10	40	20	30	
2	The organization hadn't given freedom for innovative thinking	Frequency	4	4	1	1	
		Percentage	40	40	10	10	
3	Inter personal relationship was poor in the organization	Frequency	7	1	1	1	
		Percentage	70	10	10	10	
4	Disciplinary measures of Bole sub city was not properly laid down	Frequency	2	5	2	1	
		Percentage	20	50	20	10	

Source: questionnaire, 2014

As shown in table 10 above summarizes for item 1, most respondents of former employees agree and disagree as they had no sense of belonging to their ex-organization, which accounts as 1(10),

4(40), 2(20), 3(30) percent respectively “strongly agree”, “agree”, “neutral”, and” disagree” as if they had sense of belonging to their ex-organization. Based on the data obtained from respondents of former employees of the organization some had sense of belongingness where as some had no sense of belongingness while they were at Bole sub city.

As item 2 of the same table depicts, concerning provision of freedom for innovative thinking, 4(40), 4(40), 1(20), 1(20) respectively shows respondents “strongly agree”, “agree”, “neutral”, and “disagree” extent of respondents. As indicated from the table, most respondents responded as the organization hadn’t given for former employees freedom of innovative thinking few of respondents as they were neutral and few also responded as the organization was provided them freedom of innovative thinking. Based on response of respondents 8 (80) percent of respondents strongly agree and agree as the organization had not given them freedom of innovative thinking. From the same table item 3 summarizes about interpersonal relationship of employees, 6(60), 1(10) 2(20) and 1(10) percent respectively responded “strongly agree”, “agree”, “neutral”, and “strongly disagree” for poor interpersonal relationship in the organization before they left the organization. Therefore, one can generalize or conclude that, there was poor interpersonal relationship between employees of the organization.

When asked extent of agreement level of former employees the response from the same table of item and summarizes about disciplinary measurement handling mechanisms 2(20)percent responded as they are “strongly agree” for in appropriateness disciplinary procedures laid down, 5(50) percent “agree” as disciplinary measures were not also properly laid down, other 2(20) and 1(10) percent responded as they are neutral and strongly disagree for inappropriate and impartiality of ways of disciplinary handling mechanisms. Based on the data most former employees of the organization agree in unfairness of disciplinary measurement mechanisms of the organization while they were working at bole sub city.

Table 11 Respondents extent of agreement in supervision

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	Supervisors were rigid at Bole sub city	Frequency	6	3	1		
		Percentage	60%	30%	10%		
2	There were no good relationship between management and employees	Frequency	2	4	2	1	1
		Percentage	20	40	20	10	10

Source: questionnaire, 2014.

As shown in table 11, the question regarding the extent to which respondents agreement about supervision rigidity of Bole sub city, 6(60%) percent “strongly agree” in the rigidity of supervisors at Bole sub city. Furthermore,3(30%) percent agreed that supervisors of Bole sub city were rigid, while few of the respondents, only one or 10 percent is neutral in the rigidity of supervisors while they were at Bole sub city. In the same table, item 2 shows the extent of agreement for poor relationship among management and employees at Bole sub city. Former employees responded by saying that they “agree” of the poor relation, strongly agree”,4(40%), “neutral”, 2(20%), “disagree”, 1(10%) and “strongly disagree” 1(10) percent responded as they are “for poor relationship between management and employees.

Therefore, one can conclude based on former employee’s response,that there was poor management-employee’s relationship at Bole sub city.

Table 12.Respondents extent of agreement in training and staff development program

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	There was good training and staff development program at Bole sub city	Frequency		2	1	6	1
		Percentage		20%	10%	60%	10%

Source: questionnaire, 2014.

Table 12 shows respondents extent of good training and staff development practice Bole sub city. The data indicates, most of ex-employees (60%) of the organization responded that they “disagree” that there is good training and development practice of Bole sub city. While 2(20%), 1(10%), and 1(10%) percent respectively “agree”, “neutral”, “disagree”, and “strongly disagree” that there is good training and staff development practice of Bole sub city while they were working at Bole sub city. Based on the data, it is possible to say that most ex-employees of the organization perceived as they had no training and staff development practice while they were working at Bole sub city.

4.5 Distributed questionnaires for current Employees of Bole sub city

A total of 108 questionnaires 81(80%) to employees of Bole sub city and 27 (20%) to process owner of departments were distributed and 103 (95.37%) questionnaires of which 76 (93.82%) from employees of Bole sub city and 27 (100%) questionnaires from process owner of departments were filled and returned respectively. Based on the responses obtained from sample respondent, the analysis and interpretation of the data is presented following each table.

4.6 Demographic Information of current Employees of Bole sub city

Table 13. Background information of current employees

Item	Measurement	Former employees	
		Frequency	Percentage
Age group	Below 25	1	0.9
	25 – 30	69	66.99
	31 – 35	3	2.91
	36 – 40	17	16.5
	Above 40	23	22.33
	Total	103	100

Source, Questionnaire, 2014

As table 13 indicates, age groups of Bole sub city among current employees are below age group of 30 years and some are above 40 years. Therefore, almost 70 percent of current employees at Bole sub city are between age group of below 30 years. Therefore, the majority of respondents of current employees are young and energetic professionals.

Table 14. Sex information of current employees

Item	Measurement	Frequency	Percentage
Sex	Male	72	69.99
	Female	31	30.01
Total		103	100

Source: questionnaire, 2014

Table 14 indicates about sex status of Bole sub city, 72(69.99) percent of current employees are males and 31(30.01) percent are females. Based on the data, majority of respondents of current employees working at Bole sub city are males than female. Depending on their response, more than 70% of the organizations employees are males.

Table 15. Marital status Background Information of current employees

Item	Measurement	Frequency	Percentage
Marital status	Married	46	44.66
	Single	57	55.34
Total		103	100

Source: questionnaire, 2014

As indicated in table 15 above summarizes concerning marital status of respondents more than 50 percent of respondents working currently at Bole sub city are single whereas 44percent are married. The overall figure shows 57(55.3) and 46(44.6) percent respondents are single and married respectively. So, it can be possible to generalize based on their response obtained employees of the organization are mostly single. Being single may cause mobility of professional employees at Bole sub city.

Table 16. Educational Background Information (qualification)

Item	Measurement	Frequency	Percentage
Qualification	10+2	–	
	12+3	34	33
	BSC/BA	56	54
	MSC/MA	13	13
	PhD	–	
Total		103	100

Source: questionnaire, 2014

As table 16 shows concerning the qualification of respondents who are currently working at Bole sub city about 34 (33), 56(54), 13(13) percent of respondents are diploma holder, first degree level qualification and second degree or masters degree holders respectively. Depending on their response, one can conclude most employees of the organization are qualified in first-degree level followed by diploma holders and second degree or master’s degree holders respectively.

Table 17. Services year information

Item	Measurement	Frequency	Percentage
Experience	< 1 year	19	19
	One – two year	21	20
	Two – five year	26	25
	Five – ten year	30	29
	Above ten year	7	7
Total		103	100

Source: questionnaire, 2014

The result from table 17 indicates respondents service year, 19(19), 21(20), 26(25.0),30(29) and 7(7) percent of respondents served the organization for less than one year, one to two years, two to five years, five to ten years and more than ten years respectively. According to the respondents, most of the current employees served the organization for less than ten years. On the other hand, 66(64%) percent of employees who filled the questionnaire have served the organization for less than five years.

Table 18. Service year at current position

Item	Measurement	Frequency	Percentage
Service year at current position	< 1 year	52	50
	One – two year	38	37.5
	Two – five year	13	12.5
	Five – ten year	–	-
	Above ten year	–	-
Total		103	100

Source: questionnaire, 2014.

As indicated in table 18 of above table, the their response on service years summarizes, 52(50), 38(37.5) and 13(12.5) percent respondents responded as they served the organization at their current position for less than one year, one to two years, and two to five years respectively. So, based on the data obtained most of the organization's employees served the organization for less than two years in their current position. As they told, since the implementation of BPR (Business Process Reengineering) their position had changed.

Table 19 Respondents level of agreement on demographic variables contribution for turnover

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	Age contribution to stay at Bole sub city	Frequency	4	9	10	80	-
		Percentage	4.1	8.3	10.4	77.2	-
2	Sex determination to stay in the organization	Frequency	17	28	39	17	2
		Percentage	16.6	27.2	37.5	16.6	2
3	Level of qualification increases commitment to the organization	Frequency	2	6	15	62	17
		P	2	6.2	14.6	60.4	16.6
4	You joined Bole sub city for gain of experience	Frequency	10	66	19	7	-
		Percentage	10.4	64.5	18.7	6.4	-
5	Consideration of qualification and experience for promotion	Frequency	58	28	2	15	-
		Percentage	56.2	27.2	2	14.6	-

Source: questionnaire, 2014

The above table 19 of item 1 summarizes if age has contributed respondents to stay at Bole sub city. The extent to which employees agree or not show, majority (77.2) percent responded as age does not contribute them to stay in the organization. In other words, this majority disagrees on contribution of age to stay at Bole sub city others 4.1; 8.3, and 10.4 percent significantly claimed as they “strongly agree” on age contribution, “agree” and “neutral” for significant effect that age have for their Employee in the organization.

When asked to what extent sex determine the respondents agreement in staying at the organization; 16.6, 27.2, 37.5, 16.6 and 2.0 percent of respondents “strongly agree”, “agree”, “neutral” “disagree” and “strongly disagree” for sex as determinant factor in staying at the organization respectively. From the data obtained, sex is not significant variable for employees to stay or leave the organization.

Concerning respondents level of agreement for level of commitment while level of qualification increases, majority of respondents, 60.4 percent responded as they will “disagree” for increase in level of commitment to the organization when their level of qualification increase. While others, 2.0, 6.2, 14.6, and 16.6 percent of respondents responded as “strongly agree” in level of commitment while qualification increases,” agree”, “neutral”, and “strongly disagree” in the positive relationship between commitment and level of qualification. Regarding to what extent they agreement that respondents were motivated to join Bole sub city because they want to gain experience, 64.5 and 6.4 percent “agree” and “disagree “respectively. Whereas 10.4 and 18.7 percent “strongly agree”, and “neutral’ respectively.

So, based on the respondent’s response, it can be generalized that majority of Bole sub city employees motivated to join the organization for gain of experience.

When asked to what extent they agree or not for the consideration of qualification and experience of work for promotion, 56.2 percent of respondents responded as they “strongly agree “and 2% are “neutral”. On the other hand, 27.2 and 14.6 percent of respondents responded as they “agree” and “disagree” for the consideration of qualification and experience as a means of promotion. Therefore, based on their response, in most cases their means of promotion is based on the sub cities bases qualification and experience.

Table 20. Respondents extent of agreement if benefit and salary package contributes for turnover

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	The organization is committed to provide everything you need	Frequency	-	-	21	71	21
		Percentage	-	-	10.4	68.8	20.8
2	Salary scale and other benefit package made you to stay in the organization	Frequency	-	15	51	37	-
		Percentage	-	14.6	50.0	35.4	-
3	Financial issues attractiveness made you to stay at Bole sub city	Frequency	17	4	49	32	-
		Percentage	16.7	4.2	-	31.3	47.9
4	Promotion bases performance	Frequency	7	17	38	41	-
		Percentage	6.3	16.7	37.5	39.6	-
5	The organization provides good terminal benefit and position.	Frequency	32	9	41	21	-
		Percentage	31.3	8.3	39.6	20.8	-
6	Management of the organization providing you chance for career advancement	Frequency	13	19	45	26	-
		Percentage	12.5	18.8	43.8	25.0	-
7	Future hope of getting better benefit made you to stay at Bole sub city	Frequency	4	20	26	38	15
		Percentage	4.2	18.8	25.0	37.5	14.6

Source: questionnaire, 2014.

As table 20, item one summarizes to what extent of respondents “agree” on the organization providing everything they need, 68.8 and 10.4 percent claimed to “disagree “and “neutral” respectively. Whereas 20.8 percent of respondents responded as they “strongly disagree” in provision of organization everything they need. Based on this response, it can be generalized, as the organization is not providing for employees everything they need for performing their jobs.

In the same table of item two indicates on level of agreement of employees in the organization’s good salary scale and other benefit packages almost half 50.0 percent of respondents said they

“disagree” in the organization’s good salary and other benefit packages. In the other case, 14.6 and 35.4 percent of respondents responded as they are “neutral” and “strongly disagree” in good salary scale and benefit package of Bole sub city respectively therefore according to the respondent’s salary scale and other benefit package of the organization is not attractive.

Concerning the overall financial issues attractiveness as it is indicated in the same table of item 3, 47.9 percent of respondents who are currently working at Bole sub city perceived it as not attractive. The other 16.7 percent, 4.2 percent and 31.3 percent of employees responded as they are “agree” in the attractiveness of the financial issues, “neutral” and “strongly disagree” in the attractiveness of financial issues of Bole sub city respectively. To sum up, for most employees of the organization, the overall financial issues attractiveness is low. Therefore, employees are not staying in the organization based on attractiveness of the financial issues of the organization.

With regard to respondents level of agreement for performance as a base of promotion, 6.3, 16.7, 37.5 and 39 percent of respondents as they “agree” for the organization is promoting the employees based on performance, “neutral” “disagree”, and “strongly disagree” for promotion in the organization is based on performance respectively. This data shows individual respondents way of evaluating as if management of the organization is using performance as a measure of performance is indifferent for most employees of the organization.

Respondents were asked about the overall provision of terminal benefit and pension payment. The extent of agreement or disagreement in the good provision of terminal benefit and pension is 31.8, percent of respondents “agree” , 8.3 percent, “neutral” 39.6, “disagree” and 20.8 “strongly disagree” to the good provision of terminal and pension payment of the organization . This response shows respondents are not feeling good in terminal and pension benefits; which accounts for 60.4 percent. Employee perception of the issue is not attractive.

As table 20, item 6 indicates, the organization’s provision of opportunities for career development, and career advancement, 12.5, 18.8, 43.8, and 25.0 percent of respondents respectively responded as “agree” in provision of chance for career development, “natural” disagree” and “strongly disagree” because the organization, is not yet giving opportunities for the development of career.

This data indicates all employees of the organization consider the willingness of organization in giving opportunities for career development is different. Therefore, it is not possible to say the organization has organized opportunities for career development. It all's depends on individual employee perception.

For the item that summarizes the extent of agreement that motivated employees to stay at Bole sub city due to hope of getting better benefits, 4.2, 18.8, 25.0, 37.5 and 14.6 percent of respondents said that they “strongly agree”, “agree”, “neutral”, “disagree”, and “strongly disagree” respectively. The data shows some employees have hope of getting better benefits in the future, which made them to stay at Bole sub city, whereas, the majority have no hope of getting future better benefit that may have encouraged them to stay at Bole sub city.

Table 21 Respondents level of the future job hope for turnover

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	You stayed at Bole sub city because you have no other job opportunity	Frequency	17	45	15	26	-
		Percentage	16.7	43.8	14.6	25.0	-
2	Young professional interest to stay at Bole sub city is high	Frequency	51	37	13	2	-
		Percentage	50.0	35.4	12.5	2.1	-

Source: questionnaire, 2014.

As shown in table 21, to what extent the respondents agreement for staying at Bole sub city because of they have no other job opportunities, 16.7, 43.8, 14.6 and 25.0 percent of respondents responded “strongly agree” because they have no other job opportunity that made them to stay at Bole sub city, “agree”, “neutral”, and “disagree” respectively. From this data one can say almost about half of respondents stayed in the organization is due to lack of other job opportunities. This implies, if they get in the future alternative job, they will resign from the organization. The sustainable development activity affected by the employees perceives.

In relation to item 2 of the same table above, to what extent young professionals have interest in staying at Bole sub city, the respondents responded as 50.0, 35.4, 12.5, and 2.1 percent of respondents responded “strongly agree” in high interest or young professionals in staying in the

organization, “agree”, “neutral” and “disagree” in staying at Bole sub city. Based on the data obtained almost young employees have interest of staying at the organization even though some of the respondents are neutral and very few have no intent of staying.

Table 22 Respondents extent of agreement for job match contribution to employee turnover

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	Your position matches with the skill and knowledge you have	Frequency	-	9	30	49	18
		Percentage	-	8.3	29.2	47.9	17.6
2	Whether you are managerial or non-managerial position you don't want to leave Bole sub city	Frequency	-	17	39	43	4
		Percentage	-	16.7	37.5	41.7	4.2

Source: questionnaire, 2014

As shown in table 22, item 1, to what extent the respondents skill and knowledge requirements matches with the job position they hold, 8.3, 29.2, 47.9, and 14.6 percent of respondents responded as they “agree” “neutral”, “disagree” and “strongly disagree” respectively with match between their skill with the job and position they hold,. This indicates majority employees of the organization are working in the positions that do not match with their skill and knowledge. Therefore, this mismatch may lead to termination of employees as well as performing below expectation.

In relation to table 22, item 2, respondents are asked to what extent they agree that whether they are at managerial or non-managerial position they want to leave the organization; 16.7, 37.5, 14.7 and 4.2 percent of respondents “agree”, “neutral” “disagree” and “strongly disagree” in leaving the organization based on position they hold. Therefore, based on the data from respondents, employees have different idea to leave the organization by assuming or position as a cause of termination.

Table 23 Respondents level of agreement for commitment of both employer and employees contribute for sustainable development activities

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	Bole sub city changed the way organization run.	Frequency	11	62	26	4	-
		Percentage	10.4	60.4	25.0	4.2	-
2	These are employees representative in the organization	Frequency	-	9	13	60	21
		Percentage	-	8.3	12.5	58.3	20.8
3	Employees sense of belongingness to the organization	Frequency	4	7	17	66	9
		Percentage	4.2	6.3	16.7	64.6	8.3
4	Freedom of innovative thinking	Frequency	-	4	9	26	64
		Percentage	-	4.2	8.3	25.0	62.5
5	Interpersonal relation in the organization is better than other public organizations.	Frequency	15	34	39	11	4
		Percentage	14.6	33.3	37.5	10.4	4.2
6	Fairness of disciplinary measures	Frequency	-	9	19	47	28
		Percentage	-	8.3	18.8	45.8	27.1
7	Impartiality of Bole sub city for over all benefits	Frequency	4	7	15	55	21
		Percentage	4.2	6.3	14.6	54.2	20.8
8	Working environment conduciveness	Frequency	39	32	28	4	
		Percentage	37.5	31.3	27.1	4.2	
9	Awareness of management and employees about turnover of employees	Frequency	38	30	9	24	2
		Percentage	37.5	29.2	8.3	22.9	2.1
10	Supervision requirement and commitment of employees for supervising employees	Frequency	2	15	47	22	17
		Percentage	2.1	14.6	45.8	20.8	16.7

Source: questionnaire, 2014

As shown in table 23 of above table, when respondents were asked about this extent of agreement for the organization charged the way it ream, 10.4, 60.4, 25.0 and 4.2percent of respondents responded as “strongly agree” for Bole sub city change of the way organization run, “agree”, “neutral”, and “disagree” respectively. From the above data obtained, it can be generalized as respondents of Bole sub city; have agreed in change how organization is running

its activities. So, Bole sub city is not running it's operational as pervious, rather changed the way it runs its operation.

For item 2 in the same table, when respondents are asked about eh presence of employees representatives in the organization, 8.3, 12.5, 5.8 and 20.8 percent of respondents responded as “agree” in the presence of employees representatives in the organization, “neutral”, “disagree” and “strongly disagree” for presence of employees representatives in the organization. Based on the response from respondents it is possible to conclude that there is employee representative in the organization. The absence of employee's representative could lead to turnover of employees, because management can undertaken any decision and absence of employees representative in the organization contribute employees to not feel belongingness to the organization.

As indicated in table 23, item 3, when employees of the organization are asked about their level of agreement for theirsense of belongingness to their organization,4.2, 6.3, 16.7, 60.6, and 8.3 percent of employees responded as “strongly agree” “agree” “neutral”, “disagree” and “strongly disagree” in their sense to belongings to the organization. From the above data, most of employees of the organization have no sense of belongingness to the organization on. Based it can generalized as employees of the organization have no interest to belong in it and want to terminate.

In the same table of item 4, summarizes, when respondents are asked about the extent of agreement in organization's provision of freedom for innovative thinking, 4.2, 8.3,25.0, and 62.5 percent of employees responded as they “agree” in the organization's provision of innovative thinking freedom, “neutral”, “disagree” and “strongly disagree” in the provision freedom for innovative thinking respectively. Therefore, the data obtained shows the organizations do not provide them freedom of innovative thinking for its employees. If the problem continues, professional and skilled employees who have an interest on innovative thinking will terminate from the organization.

Concerning the extent of employees agreement in the good interpersonal relationship of the organization relative to other similar public organizations, 14.6, 33.3, 37.5, 10.4, and4.2 percent of respondents “agree”, “neutral”, “disagree”, and “strongly disagree” in the presence of good interpersonal relationship found in the organization respectively. Based on the finding about 50 percent of respondents responded in the presence of good interpersonal relationship between management, supervisor and employees of the organization.

As it is indicated in item 6 of the same table, when asked about the extent of employees agreement for fairness of disciplinary measures taken by the organization, 8.3, 18.8, 45.8, and 27.1 percent of respondents said they “agree”, “neutral”, “disagree”, and “strongly disagree” in the fairness of disciplinary measures undertaken by the organization. Therefore, most employees of the organization feel that the organization is not treating employees of the organization fairly. This could directly affect employees to not stay in the organization.

In table 23, item 7, indicates, when employees of the organization are asked about the level of agreement in the organization’s impartiality in the overall benefit of the organization, 4.2, 6.3, 14.6, 54.2, and 20.8 percent of respondents said they “strongly agree”, “agree”, “neutral”, “disagree”, and “strongly disagree” for impartiality of Bole sub city. These shows, most employees of the organization are not equally benefiting from the organization’s resources as well as overall benefits it provides for its employees. Data obtained indicates not all employees of the organization are obtaining equal share of benefits; which may contribute for resignation of employees who feel that they are not sharing equally the organization’s benefit.

For item 8 of table 23, when employees level of agree or disagree for conducive working environments of the organization, 37.5, 31.3, 27.1, and 4.2 percent of respondents responded as “strongly agree” in the presence of conducive working environment “agree”, “neutral” ,and “disagree” in conducive environment of the organization respectively. Depending on the data, more than 60 percent of employees feel that the working environment of Bole sub city is conducive, some of employees responded that they are neutral in conducive working environment of Bole sub city; few employees said that as they are disagree in smooth working environment of the organization. if employees of the organization feel a conducive of working environment, the level of termination in the organization will decrease.

Regarding the awareness of management and employees concerning turnover employees in the organization as it was indicated in item 9 of table 25, the respondents extent agreement, 37.5, 29.2, 8.3, 22.9, and 2.1 percent of respondents said they are “strongly agree”, “agree”, “neutral”, “disagree”, and “strongly disagree” in the awareness of management and employees about turnover of organization’s employees. This indicates most employees as well as management the

organization is aware of mobility of skilled work force. Based on this data, the organization should come up with retention mechanisms in order to attain the mission of the organization.

As shown in table 23 of item 10 summarizes about respondents extent of agreement in the organizations' supervisory requirement for employees commitment for their performing their tasks, they responded as 2.1, 14.6, 45.8, 20.8, and 16.7 percent of respondents responded as "strongly agree" in the presence of supervision for commitment of employees, "agree", "neutral", "disagree", and "strongly disagree" respectively. This indicates, most employees of the organization are neutral for need of supervisions for commitment of employees. But others responded as no need of supervisors for employee's commitment and few of them responded in the presence of supervisors for employee's commitment to the organization.

Table 24 Respondents extent of agreement in supervision for turnover contribution

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	Supervisors arranged flexible working environment or condition	Frequency	7	11	24	47	15
		Percentage	6.3	10.4	22.9	45.8	14.6
2	The organization's higher officials allowed in decision making	Frequency	-	4	38	54	7
		Percentage	-	4.2	37.5	52.1	6.3
3	The overall relation management between management and employees if good at Bole sub city	Frequency	2	9	26	59	7
		Percentage	2.1	8.3	25.0	58.3	6.3

Source: questionnaire, 2014.

As it was indicated in the above table of 24 item 1, when employees are asked about their extent of agreement for their supervisors arranged flexible to working condition frothier subordinates, 6.3, 10.4, 22.9, 45.8 and 14.6 percent of respondents responded as "strongly agree" in their supervisors arrangement of a flexible working environment for employees of the organization, "agree", "neutral", "disagree", and "strongly disagree" in the arrangement of supervisors flexible working condition for employees. The overall data from respondents shows, most employees of the organization at observed the absence of flexible working condition arranged by their supervisors of the organization. This will facilitate mobility of skilled manpower in the organization.

Item 2 of the same table indicates, respondents extent of agreement in management permit of employees to participate in decision making process, 4.2, 37.5, 52.1, and 6.3percent of respondents responded as they “agree” in management allow of employees to participate in decision making, “neutral”, “disagree”, and “strongly disagree” that management of the organization do not allowed employees participate in decision making.

Therefore, from the above data, most of the respondents assume as management do not allow them to participate in the decision making process of the organization.

Concerning the overall relationship between management and employees relationship, as item was indicated in the above table of item 3, when the issue, 2.1, 8.3, 25.0, 58.3, and 6.3percent of respondents responded as “strongly agree” in good relationship between organization’s management and employees; “agree”, “neutral”, “disagree”, and “strongly disagree” in smooth relationship found among employees and management of the organization. So, the data obtained enforce to say more than 50 percent of employees have no harmonious relationship with management of the organization and contribute for termination of potential and skilled manpower.

Table 25 Respondents extent of agreement in the training and development contribution for turnover

No.	Item	Response	Response categories				
			SA	A	N	D	SD
1	Training and development program of Bole sub city is better to other similar public sector organization	Frequency	26	47	13	13	4
		Percentage	25.0	45.8	12.5	12.5	4.2

Source: questionnaire, 2011.

As it is shown in the table above 25 of item 1, when the respondents of employees are asked about the extent of agreement in better provision of training and development practice of Bole sub city; respondents responded as 25.0, 45.8, 12.5, 12.5 and 4.2 percent “strongly agree” that the organization practicing good training and development, “agree”, “neutral”, “disagree” and “strongly disagree” because there is good training and development mechanism given to employees respectively. So, the data obtained indicates, more than 70 percent of respondents responded in good training and development practice of the organization. While some argued in absence of these practice. Therefore, it can be generalized as training and development practice of Bole sub city is better than other similar organizations.

CHAPTER FIVE

SUMMARY OF FINDINGS AND RECOMMENDATIONS

The rate at which employees enter and withdraw from organization has become a source of concern to human resource managers given the damaging effect of frequent turnover could have on organizations .In order to reduce the rate of turnover in organizations, the present study sought to identify the impacts of employees turnover on the sustainable developmental activities. Frequent employees turnover is costly to organizations and destructive to the attainment of organizational goals. Many organizations are been able to identify properly the real reason or reasons that lead to key employees to leave. Most managers believe that increasing financial benefits of employees would motivate them to remain while others provide attractive working environment as a retention strategy.

The present study sought to determine the extent to which selected factorial sustainable development and employee's turnover variables which are combinations intrinsic and extrinsic variables were being applied and were influencing employees' decision to remain or quit an organization.

5.1 Summary of findings

- Management of the organization is aware of skilled manpower turnover that the organization is facing.
- Most employees of the organization are young and first degree holders who have more intention for turnover.
- Most current employees believe that when their age increases they do not want to stay in the organization.
- Gender issues are given greater position by the management of the organization
- Most respondents believed and responded as, when their level of qualification increases their chance of working in the organization decreases.
- Employees of the organization gained valuable working experience due to the chance they obtained to work at Bole sub city.
- For current employees qualification and experience are considered to promote them.
- Management of the organization is not committed to provide everything that employee's need for work.
- Financial issues of the organization are not attractive which motivate employees to stay at Bole sub city.

- Management of the organization is not providing employees different positions based on their performance.
- Terminal and pension benefits of the organization are not in satisfying employees .
- Management of the organization is not providing clear path for employees to advance their career.
- Employees of the organization have no future hope of getting better benefits.
- Employees stayed in the organization because they do not have other alternative job.
- Employees of the organization clearly identified the mismatch between the position the hold and the skill and knowledge they have.
- Bole sub city has changed the way the organization could run.
- The organization has no formal employees representative.
- Most employees of the organization have no sense of belongingness to the organization.
- Interpersonal relationship in the organization is not attractive.
- Disciplinary measures of the organization are not properly laid dawn.
- Management of the organization is not impartial for overall benefits of the organization.
- Supervisors of employees have not arranged flexible working condition.
- Higher officials of Bole sub city do not allowed employees to participate in decision making process.
- Training and development practice of Bole sub city are attractive and better than other public sector organizations.
- Gender issues greatly influenced ex-employees of the organization to leave.
- Former employees gained nothing while they were at Bole sub city.
- Most former employees believe in conducive working environment of the organization.
- Most former employees left the organization because low salary scale and other benefit packages.
- The organization had not provided good terminal benefits and pension for its former employees.
- Most organization former employees believe the position they held and the skill they had made also them to leave.
- Former employees did not have sense of belongingness to the organization while they were in the organization.
- Former employees believe in poor interpersonal relation of the organization.

5.2 Conclusion and Recommendations

In general, organizations worldwide rely on their employees in order to compete favorably and gain sustainable development. There is growing need to public sector organizations in Ethiopia to improve on service delivery. To be able to do this effectively, managers in public sector organizations must identify why employees turnover and the factor that affect on sustainable development activities. One of achieving this is to motivate these employees through training and development program.

The following recommendations are suggested in view of the findings of present study.

- ❖ Since the management of the organization is aware of skilled manpower turnover, it could strongly work on sustainable activities like encourage employees to participate in decision making, arrange good working environment, giving promotions, sharing benefits based on their performance, giving clear path for career advancement, could still work on good training and development mechanisms, customer satisfaction etc....
- ❖ As the organization has no formal employee's representative, it is better to have it since it contributes for employees to solve problems they face at working environment.
- ❖ Even though employees believe as their level of qualification increases, their chance of working decreases, the management is better to assign them to different positions based on qualification.
- ❖ Management should work with different bodies to get finance, which may be used for compensating and rewarding talented key performers of the organization.
- ❖ Give good terminal benefits and pension for long time served employees.
- ❖ Since qualification and experience are considered in promoting employees, the organization should continue and improve this good practice.
- ❖ Management of the organization should provide material which is essential for discharging their responsibilities.
- ❖ Management should motivate employees to stay in the organization and convince employees to get in the future better benefits than the current benefit.
- ❖ Give power and make them to participate in decision making to make them to feel sense of belongingness to their organization.
- ❖ Management should work towards creating smooth and conducive inter personal relationship since informal group contribute to effectiveness of work carried out by employees of the organization.

- ❖ Supervisors of the organization should work closely with subordinates and arrange flexible working condition to retain employees.
- ❖ Arrange young professions to have their own innovative thinking and give them freedom and support with materials if possible.

5.3 Limitation of the study

In conducting this study the researcher faced several barriers. Some of pitfalls were shortage of time to spend more time to write the thesis since the researcher was to handle the research with her lot of family and health problem. Financial constraints were the other barriers towards the successful completion of the study. In addition, shortage of properly documented data and reference material were the other hurdle with regard to effective completion of the study. Despite, all the constraints, the researcher managed it and completed with lot of struggle.

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Appendix- A

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Department of Public Management and Policy

QUESTIONNAIRE PART A

Impact of Employee Turnover on Sustainable developmentActivities

QUESTIONNAIRE

TO BE FILLED BY EMPLOYEES

Researcher: Meron Seifu

Advisor: BT Costantinos, PhD

Research Topic: The Impact of Employee Turnover on Sustainable development
Activities: The case of Bole Sub City, Addis Ababa.

Dear Respondents:

I would like to express my sincere appreciation and deepest thanks in advance for your generous time and frank and prompt responses.

Objective

The purpose of the study in general and this questionnaire in particular is to study “The Impact of Employee Turnover on Sustainable development Activities: The case of Bole Sub City, Addis Ababa” which will help the Bole Sub City and City Administration identifying the strengths and weakness of city administration in employee administration, to shows the impact of employee turnover on sustainable development activities; for the researcher as partial fulfillment of academic requirements of M.A. degree in Public Administration and Development

management; gain practical knowledge on the topic under investigation and finally for other prospective researchers as a stepping stone to carry out further investigation.

General Guideline:

Please put a tick “√” mark for those questions that are followed by choices and write your short and precise answers for those followed by blank spaces. As an important input of this study your frank response is greatly appreciated. Your valuable supports in responding to these questions have paramount importance to the success of the study. Hence, I ask you in all regard to fill the questionnaire carefully and at your best knowledge. The quality and quantity of information you provide determines the ultimate reliability of the study.

Confidentiality

I want to assure you that this research is only for academic purpose authorized by then Addis Ababa University, Public Management and Policy program Coordination office and the result will not be presented for other purposes. Thus, your ideas and comments are highly honored and kept confidential. To create conducive environment for your free and genuine responses, you are not required to write your name.

Contact Address

If you have any query, please do not hesitate to contact me and I am available as per your convenience at (telephone; 09-12-87-74-27 or e-mail; meronseifu@gmail.com.)

Thank you again!!!

Code (For the researcher use only)

PART I: General Information

1. Gender

Male female which age group are you?

Less than 20 21-30 31-40

41-50 51-60 61 and above

3. What is your highest and recent educational status?

Third degree (PhD) certificate

Second degree 12 grades complete

First degree below grade 12

College diploma

4. Work Experience in general

Less than 6month 6 month to 1 year

1 to 2 years 2 to 3 years

3 to 4 years 4 to 6years

6 to 8 years more than 8 years

5. Service years in Bole Sub City

Less than 6month 6 month to 1 year

1 to 2 years 2 to 3 years

3to 4years more than 4 years

6. Monthly Salary range in Birr

Less than 600 600 to 1500 1500 to 2500

2500 to 3500 more than 3500

6. In which department are you currently working?

7. Term of Employee

Permanent Temporary

PRAT II

Items concerning turnover of employees and sustainable development activities

Note Select only one among the options given below

1=strongly agree

2=Agree

3= Neutral

4= Disagree

5= strongly disagree

No.	Demographic Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		1	2	3	4	5
1.	As your age increase your chance of staying in the office increases					
2.	Sex is determinant to stay in the office					
3.	Organization is committed to provide you everything you need					
4.	As your level of qualification increases commitment and level of stay increases					
	Benefit and salary package questions					
5.	You were motivated to Join Bole sub city for gain of experience					

No.	Demographic Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		1	2	3	4	5
6.	Financial issues of the Bole sub city motivated you to stay in the position					
7.	You are working with the skill you have with the position in which you are placed					
8.	Bole sub city had sustainable changesactivities to the way organization is run					
9.	There are employees representatives in the organization					
10.	You have sense of belonging to the Organization					
11.	You have freedom of innovative thinking and the organization motivates you					
12.	Your supervisors arranged you flexible working condition					
13.	The organizations provided you to different positions on your performance					
14.	The organizations higher officials allowed you to participate in decision making					
15.	Interpersonal relation of the organization is better relative to other public organizations					
16.	Organization is providing good terminal benefit or pension					
17.	Qualification and experience are considered to promoting employees					
18.	The relation between managers and					

	employees is good at bole sub city					
19.	Management has provided a clear path for advancement of career for all employees					
20.	Disciplinary procedures of Bole sub city are properly laid down.					
21.	Bole sub city is impartial for over all benefits of employees					
22.	Training and development program Bole sub city is relatively better to other similar public organizations					
23.	Working environment of Bole sub city is Good					
24.	Young professional employees' interest to stay in Bole sub city is high					
No.	Demographic Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
		1	2	3	4	5
25.	Whether you are at management position or non managerial position you don't want to leave Bole sub city					
26.	Your future hope of getting better benefit made you to stay at Bole sub city					

Appendix- B

ADDIS ABABA UNIVERSITY
SCHOOL OF GRADUATE STUDIES
Department of Public Management and Policy

QUESTIONNAIRE PART B

Impact of Employee Turnover on Sustainable development Activities

QUESTIONNAIRE

TO BE FILLED BY FORMER EMPLOYEES

Researcher: Meron Seifu

Advisor: BT Costantinos, PhD

Research Topic: The Impact of Employee Turnover on Sustainable development
Activities:
The case of Bole Sub City, Addis Ababa.

Dear Respondents:

I would like to express my sincere appreciation and deepest thanks in advance for your generous time and frank and prompt responses.

Objective

The purpose of the study in general and this questionnaire in particular is to study “The Impact of Employee Turnover on Sustainable development Activities: The case of Bole Sub City, Addis Ababa” which will help the Bole Sub City and City Administration identifying the strengths and weakness of city administration in employee administration, to shows the impact of employee turnover on sustainable development activities; for the researcher as partial fulfillment of academic requirements of M.A. degree in Public Administration and Development management; gain practical knowledge on the topic under investigation and finally for other prospective researchers as a stepping stone to carry out further investigation.

General Guideline:

Please put a tick “√” mark for those questions that are followed by choices and write your short and precise answers for those followed by blank spaces. As an important input of this study your frank response is greatly appreciated. Your valuable supports in responding to these questions have paramount importance to the success of the study. Hence, I ask you in all regard to fill the questionnaire carefully and at your best knowledge. The quality and quantity of information you provide determines the ultimate reliability of the study.

Confidentiality

I want to assure you that this research is only for academic purpose authorized by then Addis Ababa University, Public Management and Policy program Coordination office and the result will not be presented for other purposes. Thus, your ideas and comments are highly honored and kept confidential. To create conducive environment for your free and genuine responses, you are not required to write your name.

Contact Address

If you have any query, please do not hesitate to contact me and I am available as per your convenience at (telephone; 09-12-87-74-27 or e-mail; meronseifu@gmail.com.)

Thank you again!!!

Part I

General Background of Respondents (Demographic Information)

1. Your age group

- Below 25 31-35 above 40
 25-30 36-40

2. Sex

- Male Female

3. Marital status

- Married Single

4. Qualification

- 10+2 BSC/BA PhD
 12+2 MSC/MA

5. Year of service in Bole sub city

- Less than 1 year 2 to 5 year more than 10 years _
 1 to 2 years 5 to 10 years

6. Year of service in your last position

- Less than 1 year 2 to 5 year 10 years and more
1 to 2 years 5 to 10 years

PRAT II

Items concerning the overall intentions that made ex- employees to leave the organization

Note Select only one among the options given below

1=strongly agree 2=Agree

3= Neutral

4= Disagree

5= strongly disagree

No	Incentive and benefit package Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		1	2	3	4	5
1.	You left Bole sub city due to its incentive and salary package is low					
2.	Gender issue made you to leave the organization					
3.	You left the organization because it doesn't provide everything you need for performing your job					
1.	You left the organization because your qualification does not meet the requirement					
2.	Nothing you gained while you were working in Bole sub city					
3.	You left bole sub city because of other job you got					
4.	Bole sub city is not perceived as the organization in which you sense					

	belongingness					
5.	No freedom had given for innovative thinking at Bole sub city					
6.	Supervisors were rigid at Bole sub city					
7.	There was no promotion mechanism based on performance					
8.	Interpersonal relation between organization employees was poor					
9.	Terminal benefit pension of the organization was good					
No	Incentive and benefit package Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		1	2	3	4	5
10.	Qualification and experience were not considered at Bole sub city					
11.	There was no good relationship between manages and employees					
12.	Disciplinary measures of Bole sub city were not properly laid down					
13.	Bole sub city was not impartial for overall benefits of employs					
14.	Working environment Bole sub city was not attractive					
18.	There was no good training and development practice at Bole sub city					
19.	Position you held made you to leave the organization					

Appendix- C

Addis Ababa University

School of Graduates Studies

Department of Public Management and Policy

Interview guide line for Management staff of the sub city

1. I would appreciate if you tell me in detail the Activities that focus on sustainable development.
2. Could you please tell me the condition of participation of employees of the sub city in sustainable development activities? What are the sustainable developments activities affected by turnover of the employees?
3. I would like to hear in detail about employee turnover condition of the sub city. What is your view regarding reasons for turnover of employees?
4. I would appreciate if you comment on the impact of the employee turnover in the sustainable development activities of the sub city.
5. I would like to hear in detail the hindering factors or challenges that sub city is faced and Is management aware about employee turnover of the organization?
6. Would you please tell me in detail what costs the organizations incur due to turnover?
7. What is the view of current employees to stay in the organization?

አዲስአበባዩኒቨርሲቲ
የድህረምረቃፕሮግራም
በህዝብእናልማትአስተዳደርሁለተኛ ዲግሪየትምህርት-መርሃግብር
መጠይቅ
በሰራተኞች-የሚሞላመጠይቅ

ጥናቱን የሚያካሂደው :- ሜሮንሰይፉ

የጥናቱ አማካሪ:- ዶ/ር ኮስተቲኖስበርሄ

ውድ የጥናቱ ተሳታፊዎች

ከሁሉ አስቀድሞ ሌቃ ድምህናው ድጊዜ ምንበ መሰዋት ይህን መጠይቅ በመሙላት ስለተባበሩኝ ምስጋና ይክልብኘው።

ይህን መጠይቅ እንዲሞላ የተመረጡት አንድም የዚህ ክፍል ከተማ ሰራተኛ በመሆን ምስጋና ይክልብኛል።

የጥናቱ አላማ

ይህ መጠይቅ ለሁለተኛ ዲግሪ ማሟያነት

'የሰራተኞች ከስራ መልቀቅ ቀጣይነት ባለው የልማት ስራ እንቅስቃሴ ላይ ያለው ተፅዕኖ'

በሚል ርዕስ ለሚደረገው ጥናት ይረዳዎታል። ይህም የተዘጋጀ ሲሆን በውጤቱም ክፍለ ከተማው እና የአዲስ አበባ ከተማ አስተዳደር ክርድ ስራ አፈጻጸም ላይ ያለውን ግብርና ደካማነት ለማየት እድሉን ይፈጥራል።

ከዚህ በተጨማሪም ለሰራተኞች ወቅት ለሚኖራቸው ግብርና ተሻሻሎ የሚገኝ ስራ ለማድረግ ለሰራተኞች አጥኝ ምኞት ለመጠየቅ ይረዳል።

ምስጢራዊነት

ከማንኛውም ጥርጣሬ እና ጸሆነው የሚሰጡትን ትክክለኛ መረጃ አከብራለሁ።

ይህም ይህን ዘንድ ስምዎን በየትኛውም የመጠይቁ ገጽ ላይ መጻፍ አይጠበቅብዎትም።

መረጃዎቹ በሚስጡ ርመጠበቅ ስላላባቸውም በዚህ መጠይቅ የተሰበሰቡ ማንኛውም መረጃ ለትምህርታዊ ጥናቱ ግብዓት ከመሆኑ ባለፈ ለሌላ የተለየ አላማ እንደማይውል ላረጋግጥልዎ እወዳለሁ።

ጥቅል ማሳሰቢያ

የጥናቱ አስተማማኝነት የሚወሰነው እርስዎ በሚሰጡት የመረጃ ጥራትና መጠን እንደ መሆኑም እያንዳንዱን ጥያቄ በማንበብ መልስዎን ከአማራጮቹ በስተግራ ባሉት ሳጥኖች የ(✓) ምልክት በማድረግ፣
አጭር መልስ ለሚሹት ደግሞ በአንፃራቸው ባለው መስመር ላይ በግልጽ በመጻፍ ያስፍሩ።

አድራሻ

ይህንን መጠይቅ በተመለከተ ለሚያነሱት ጥያቄዎች በተመችዎት አድራሻ ጥያቄዎን ለማስተናገድ ሁሉም ዝግጁ ነኝ።

ስልክ ቁጥር 0912 87 74 27

ኢ.ሜል meronseifu@gmail.com

በድጋሚ አመሰግናለሁ!!!

ክፍል አንድ

አጠቃላይ መረጃ

1. ጾታ

ወንድ

2. የትኛው የእድሜ ክልል ውስጥ ነዎት?

20 አመት በታች 21-30

3 41-50

51-60 መት በላይ

3. ክፍተኛው አሁን የደረሱበት የትምህርት ደረጃ

ሶ ፊ ዲ ዲ (PHD) ሰርተ ት

ሀ ፊ ዲ ዲ 12ኛ ፊ ዲ ዲ ጠናቀቀ/ች/

የ መሪ ዲ ዲ ከ 12ኛ ክፍል በታች

ዲ ማ

4. በሌሎች አገራት ማውሰጥ ያልቻሉት የአገልግሎት ዘመን

ከ 6 ወር በታች ከ 6 ወር-1 አመት

ከ 1-2 አመት ከ 2-3 አመት

ከ 3-4 አመት ከ 4 አመት በላይ

5. ወርሐዊ ደረጃዎ ስንት ነው?

ከ600 ብርብታች ከ600-1500ብር ከ1500-2500ብር

ከ2500-3500ብር ከ3500ብር በላይ

6. አሁን እየሰሩበት ያለው የሥራ ሂደት ክፍል

7. የቅጥር ሁኔታ

ጊዜያዊ ቋሚ

ክፍል ሁለት

የሚከተሉት ሰንጠረዥ ውስጥ ሰራተኞች ከክፍሉ ከተማው እንዲደረግላቸው የሚጠበቁቸው ናቸው፡፡
ይህ ክፍል ከተማው ከታች የተዘረዘሩትን ሃላፊነቶች ለእርስዎ ማሟላት ነፃና አለማሟላት ነፃ ለውስጥ ከተማው ሰራተኞች ለማራጭ ስጦታ የ (v) ምልክት በማድረግ ይግለጹ፡፡

ተ.ቁ	ከክፍሉ ከተማው የሚጠበቁ ሃላፊነቶች	በጣም አልሰማም	አልሰማም	ምንም ማለት አይቻልም	እስ ማለው	በጣም እስ ማለው
1	የበለጠ ምድራዊ ስራዎችን በክፍሉ ከተማው ስጦታ መቆየት ነገር ይጨምራል					
2	በክፍሉ ከተማው ውስጥ ለመቀጠል እና ላለመቀጠል ያዎታ ይይወስነዋል					
3	በትምህርት ዝግጅት እና በስራ ልምድ እያደኩ በሄድኩ ቁጥር በክፍሉ ከተማው ስጦታ መቆየት የሚያስችል የተመቻቸነ ገርአለ					
4	በቦሌ ክፍሉ ከተማው ስጦታ መቀጠር የሰላሳ ስምንት ዓመት በረጅም ጊዜ ስለሆነ፡፡					
5	ክፍሉ ከተማው ለሰራተኞቹ በቂ የሆነ የገቢ ምንጮችን ይዘረጋል					

6	በክፍለከተማው ውስጥ ባለኝ እውቀት ነው እያገለገልኩ ያለሁት።					
7	ለሰራተኞቹ የሚያስፈልጋቸውን ሁሉ ያመቻቻል።					
8	ክፍለከተማው ቀጣይነት በለው የልማት እንቅስቃሴ ላይ ትኩረት በማድረግ ነው ሰራተኞቹን የሚያስተዳድረው።					
9	ክፍለከተማው በትጋት የሚያገለግሉ የሰራተኛ ተወካዮች አሉት።					
10	ክፍለከተማው ተቆርቃሪነትን እንድታዳብሩ የሚያስችል የሰራተኛ አስተዳደር መርህን ይከተላል።					
11	ክፍለከተማው የሰራተኞችን የፈጠራ ችሎታቸውን እንዲጠቀሙ የሚያስችል ነገር አለ።					
12	ክፍለከተማው ለውጦችን ይካትታል፤ ስልቶችንም እንደሁኔታው ይቀይራል					
13	ሰራዎቻችሁን የሚከታተለው ወይም ተጠሪዎቻችሁ ለሰራችሁ ምን ዓይነት ሁኔታን ይፈጥራሉ።					
14	የክፍለከተማው የበላይ አካል ት የሰራተኞችን በገባው ውል መሰረት ይንቀሳቀሳል					
15	ክፍለከተማው የሰራተኞቹን ከሥራው ጨያህ ይወትከግ ምትውሥጥ ያስገባል					
16	ክፍለከተማው ለውጤታማነት ያለውን ቆራጥነት ያሳያል					
17	ክፍለከተማው ያሉትን እሴቶችና (values) ተቀብሎ ምን (Norms) ያስጠብቃል					
18	ጥሩ አመራርና የማበረታቻ ዜጌዎች አሉት					
19	ክፍለከተማው የሠራተኞች የሥራ አካባቢ ከአደጋ የፀዳ እንዲሆን ያደርጋል					

ስለቀናት ብብርዎ አመሰግናለሁ!!!

አባሪ ሐ
አዲስአበባዩኒቨርሲቲ
የድህረምረቃፕሮግራም
በህዝብእናልማትአስተዳደርሁለተኛ ዲግሪየትምህርት መርሃግብር
የቃልመጠይቅ
ለሰውሀይልየስራሂደትባለቤትየቀረበ

1. እባኩትበክፍለከተማውውስጥእየተደረጉያሉቀጣይነትያላቸውልማትላይየተኮሩእንቅስቃሴዎችንይግለፁልን
2. የሰራተኛውንምተሳትፎቢያሳዩንበዚህቀጣይነትባለውየልማትእንቅስቃሴላይያላቸውንተሳትፎ
3. በክፍለከታማችሁላይያለውንየሰራተኛከስራየመልቀቅሂደትእንዲትያዩታል ?
ለመልቀቁምክንያትነውብለውየሚያስቡትስምክንያቶችምንድናቸውብለውያስባሉ?
4. ይህየሰራተኛችከስራመልቀቅሁኔታክፍለከተማውብያዘውየቀጣይነትልማትእንቅስቃሴላይያለውንአስተዎፅኦትይገልፁታል
5. በዚህበሰራተኛችከስራመልቀቅሁኔታላይክፍለከተማውየገጠመውጠቅላላችግርምንናቸው
6. ምን ምንነገሮችንስእያጣነው
7. አሁንስበክፍለከተማውስጥያሉትሰራተኛችበምንአይነትሁኔታላይይገኛሉ

Addis Ababa University

School of Graduates Studies

Declaration

I, the undersigned, declare that this thesis is my work and that all sources of materials used for the study have been dully acknowledged.

Name: Meron Seifu

Signature

Date-----May, 2014

This thesis has been submitted for examination with my approval as university advisor,

BT Costantinos (PhD)

Signature-----

Date of approval -----