

**ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE**



**DETERMINANT FACTORS OF POLICE OFFICER TURNOVER INTENTION
IN THE CASE OF ETHIOPIAN FEDERAL POLICE COMMISSION (EFPC)**

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

By

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Addis Ababa, Ethiopia

Statement of Declaration

I, the undersigned, declare that this thesis paper is my original work, prepared under the guidance and supervision of my advisor Abeba Beyene (PhD). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other higher learning institution for the purpose of earning any degree.

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Statement of Certification

I certify that Surafel **Lappo** has carried out his research entitled “Predictors of Police Officers’ Turnover Intentions in the Case of Ethiopian Federal Police Commission (EFPC)” under my guidance. The research paper is submitted in partial fulfillment of the requirements for the Degree of Master of Arts in Human Resources Management.

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Board of Examiners

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Abstract

The purpose of this study was to examine determinant factors contributing towards employee's Turnover Intention in Ethiopian Federal Police Commission (EFPC). A sample of 394 was selected from five sectors of the Commission by using simple random sampling techniques. Human Resource Development Sector, Police University College, Health Sector, Crime Prevention Sector and Crime Investigation Sectors are the directorates the police officers were selected from. Out of the 394 questionnaires distributed 387 (96.0%) questionnaires were collected. All the data gathered from the respondents were analyzed using SPSS descriptively and inferentially. The descriptive statistics result indicated a moderate level of agreement with the items that measure all variables of the study. The results of the correlation analysis indicated moderate association of four (Salary, Employee Promotion, Employee Benefit, and Working Environment) and substantive associations of two independent variables (Supervision and Job Satisfaction). The model summary part of the regression analysis indicated that 42.5% of the variation in turnover intention in EFPC can be explained by the six independent variables. The ANOVA analysis also explained the existence of significant relationship between the independent variables and the dependent variable. However, the individual contribution of each of the independent variable to the dependent variable was found out to be non-significant. As a result, none of the hypothesis was supported. To improve the situation it is recommended that the Commission should examine its current practices and should take progressive steps on salary, promotion, benefits, working environment, supervision, and job satisfaction of the employees to minimize turnover intention to its lowest degree.

Key words: Salary, Employee Promotion, Employee Benefit, Job Satisfaction, Working Environment, Supervision, Turnover Intention

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TABLE OF CONTENTS

STATEMENT OF DECLARATION.....	II
STATEMENT OF CERTIFICATION	III
ABSTRACT.....	V
ACKNOWLEDGEMENTS	VI
CHAPTER ONE	1
INTRODUCTION	1
1.1 BACKGROUND OF THE STUDY	1
1.2 BACKGROUND OF THE ORGANIZATION	3
1.3 STATEMENT OF THE PROBLEM	4
1.4 BASIC RESEARCH QUESTIONS	5
1.5 OBJECTIVES OF THE STUDY	6
1.5.1 General Objective of the study.....	6
1.5.2 Specific Objectives of the Study	6
1.6 SIGNIFICANCE OF THE STUDY	6
1.7 SCOPE OF THE STUDY	7
1.8 LIMITATIONS OF THE STUDY	8
1.9 DEFINITION OF TERMS	8
1.10 ORGANIZATION OF THE STUDY	9
CHAPTER TWO.....	10
REVIEW OF RELATED LITERATURE	10
2.1 THEORETICAL LITERATURE REVIEW OF THE STUDY	10
2.1.1 Definition of Turnover	10
2.1.2 Types of Turnovers.....	11
2.1.3 MODELS OF TURNOVER.....	12
2.1.4 Turnover Rate	12
2.1.5 INFLUENCING FACTORS OF TURNOVER	13
2.1.5.1 Pay.....	13
2.1.5.2 Benefits.....	13
2.1.5.3 Working Environment	14
2.1.5.4 Job satisfaction.....	14
2.1.5.5 Supervision	15
2.1.5.6 Promotion.....	15
2.1.6 Employee Turnover Intentions.....	15

2.2.2	EMPLOYEE BENEFITS AND TURNOVER INTENTION.....	18
2.2.3	Working Environment and Turnover Intention.....	18
2.2.4	Job Satisfaction and Turnover Intention	19
2.2.5	SUPERVISION AND TURNOVER INTENTION.....	20
2.2.6	PROMOTION AND TURNOVER INTENTION	20
2.3	CONCEPTUAL FRAMEWORK OF THE STUDY	21
CHAPTER THREE.....		24
RESEARCH METHODOLOGY		24
3.1	RESEARCH SETTING.....	24
3.2	DESCRIPTION OF THE STUDY AREA.....	24
3.3	RESEARCH APPROACH.....	25
3.4	RESEARCH DESIGN	25
	According to.....	25
3.4.1	SAMPLE SIZE DETERMINATION	26
3.4.2	Sampling Design and Sampling Technique	26
3.4.3	Sample Distribution Plan.....	26
SAMPLE DISTRIBUTION		27
3.5	DATA TYPES AND SOURCES	27
3.6	Data Collection Instruments.....	28
3.7	DATA DISTRIBUTION AND COLLECTION PROCEDURES.....	28
3.8	DATA ANALYSIS	29
3.9	RELIABILITY AND VALIDITY	29
3.10	ETHICAL CONSIDERATION	31
CHAPTER FOUR		32
DATA PRESENTATION, ANALYSIS, AND INTERPERETATION		32
3.1	RESPONSE RATE.....	32
3.2	DEMOGRAPHIC CHARACTERISTICS OF THE RESPONDENTS	32
DEMOGRAPHIC INFORMATION OF RESPONDENTS.....		32
3.3	DESCRIPTIVE STATISTICS OF STUDY VARIABLES	34
3.4	CORRELATION ANALYSIS	40
4.5	MULTIPLE REGRESSION ANALYSIS	42
SUMMARY, CONCLUSION AND RECOMMENDATION.....		46

5.1 SUMMARY OF FINDINGS	46
5.2 CONCLUSION	47
BASED ON THE FINDINGS PRESENTED ABOVE, THE RESEARCHER CONCLUDES THE FOLLOWING:47	
5.3 RECOMMENDATIONS.....	48
REFERENCES	51
APPENDIX.....	57

List of Table

	Page
Table 1. Five years Turnover Rate at EFPC in gender.....	4
Table 2 .The EFPC Turnover Rate from 2008 - 2012 Ethiopian Calendar and Percentage	27
Table 3.Sample Distribution	30
Table 4 .Cronbachs Alpha for each field of the questioner.....	32
Table 5.Demographic Variables of respo.ndents.....	34
Table 6.Mean and Standard Deviation of the Salary.....	35
Table 7 .Descriptive Statistics of Employee Promotion.....	36
Table 8 .Descriptive Statistics of Employee Benefits	37
Table 9.Descriptive Statistics Respondents on the Working environment of employees.....	38
Table 10. Descriptive Statistics of Respondents on the Supervision in the Commission.....	39
Table 11.Descriptive Statistics of Respondents on the Employees' Job satisfaction.....	40
Table 12.Descriptive Statistics of Respondents on Turnover Intention.....	41
Table 13.Interpretation of Strength of Correlation	42
Table 14.Correlation Coefficient	42
Table 15.Model Summary	43
Table 16.ANOVA Analysis of Variable	44
Table 17.Regression Results of Dependent and Independent Variable	21
Figur 1Conceptual Framework Model Developed By Researcher	

List of Abbreviations

CIS	Crime Investigation sector
CPS	Crime Prevention Sector
EFPC	Ethiopian Federal Police Commission
HRM	Human Resource Management
MA	Master of Arts
PUC	Police University College
SPSS	Statistical Package for Social Sciences
TO	Turnover
TOI	Turnover Intention

CHAPTER ONE

INTRODUCTION

This chapter of the study deals with the background of the study, statement of the problem, research question, general objectives and specific objectives of the study, significance of the study, limitation and scope of the study. In addition, it includes definition of the terms or words of concepts, organization of the paper and a summary of the chapter.

1.1 Background of the Study

For the better achievement of their goals and objectives all organizations and institutions should use resources wisely. Proper utilization of human resource, finance, and raw materials is vital for both governmental and private organizations. Among these resources, the human resource is the most fundamental and decisive asset. This is due to the fact that human resource mobilizes and organizes the other resources (Al-Habil,2017).

Now a days any organization retaining human resources is an essential aspect of priority unless otherwise there is a need to let other employees out of organization for improving performance. Academic literature has argued that, the human resources of the firm are potential and the only source of sustainable competitive advantage for organization (Kochan, and Dyer, 2015). High labor turnover can influence negatively on an organization's capacity to meet clients' needs and provide quality services, and affect the morale of the employees and the productivity of those who remains (Shields & Ward, 2001).

Turnover refers to the movement of employees into and out of a corporation. According to Ingersoll (2001), turnover occurs when employees leave their job. Employee turnover is the movement of employees in and out of an organization through transfer, promotion or relocation. Each time an age is vacated within the organization, either voluntarily or none voluntarily, a

replacement employee must be hired and trained. The replacement cycle is known as turnover (Wood, 1995).

There are two major types of employee turnover: Involuntary and voluntary. Highly engaged employees exhibit higher quality behaviors and performance. The evidence suggests that having engaged employees' results in greater profitability, shareholder returns productivity and customer satisfaction (Blake, 2014). However, high turnover would bring devastation to the organization in the form of both direct and indirect costs.

Some of the most common reasons for turnover include lack of job satisfaction, opportunity for growth or career development, natural career progression, feeling overworked/burnout, negative feelings towards boss or management. Turnover is considered as toxic work, family or life event, competitive offer, lack of work-life balance, involuntary departure, etc. (Halim & Ha, 2010)

The impact of employee turnover on the productivity of an organization seems yet not has given great attention, this may be due to the less concentration of top management for the issue. It is better for an organization to consider the issue and take some measures to retain the employee. In the cutthroat business world to resist the challenges, conducting a research on employee turnover is vital for organizations to identify the problem and to find solutions (Al Mamun, 2017)

The purpose of this research, therefore, is to find out the various causes and influential determinate factors of employee turnover intention in Ethiopia Federal Police Commission (EFPC). Based on previous studies, this research has been performed to identify a variety of factors in relation with employee turnover the statues of the issue in the focus area of the study.

1.2 Background of the Organization

The Ethiopia Federal Police Commission (EFPC) is one of the large-scaled federal law enforcement bodies which was established on the basis of its own rationale; i.e., as an autonomous federal proclamation on Article 3/11995 of all Ethiopian citizens.

The Ethiopia Federal Police Commission (EFPC) has the responsibility of securing the peaceful activities of the public in Ethiopia. While the activities of the regional police focus on the specific, the Federal Police Commission activities run throughout the country. The regional police have been confirming the security of the residents in the region and other regional useful facilitation whereas the Federal Police focus on federal issues emanate from the constitution.

The vision of Ethiopia Federal Police Commission is to see delivery of policing service that matches public satisfaction and trust in line with international standards. Its mission is to contribute the development and prosperity of the nation by respecting and enforcing respect of the constitution and others laws of the land, preventing crime and criminal threats and ensuring prevalence of peace and security through participation of the people. The major duty of Ethiopian Federal Police Commission is to keep and respect the Federal Constitution and other laws. In addition to this, it secures the major socio-economical facilitation and other areas (proc. no, 720/2011).

The EFPC organizational human resource data shows that there are total of 26,659 police officers under five major sectors. These are the Human Resource Development, Police University College (education & training sector), Health sector, Crime Prevention Sector, and Crime Investigation Sector. There are also numerous directorates under each sector. The Federal Police Commission head quarter is located at Addis Ababa, Ethiopia and has ten regional offices through the country (Annual Report, 2020).

This thesis has been aimed at identifying the factors which influence the turnover phenomenon of the Employees of the Ethiopian Federal Police Commission. The Commission suffers from the employee turnover phenomenon.

1.3 Statement of the Problem

The 2020 Human Sector Annual Report of the EFPC indicated about the increasing number of police officers and civil servants leaving the institution. As a result, the organization had been suffered by high employee turnover rates from time to time. The turnover data obtained from the Human Resources Management Directorate of EFPC was presented in the following table.

According to Federal Police Commission annual report of 2020, the hidden and visible costs of turnover equaled somewhat more than one billion Ethiopian Birr annually besides the low-level employee morale for the ones who choose, in some way or another, to remain with the organization.

Table 1
Turnover Data of EFPC for the Years 2008EC-2012EC

Year in EC	Total Number of Employees in the Year	No. of Employees who left EFPC	Turnover Rate
2008	3,993	1,655 (1514 males; 141 females)	41%
2009	4,044	1,577 (1386 males; 191 females)	39%
2010	3,969	2,296 (2008 males; 288 females)	58%
2011	3,954	2,254 (2022 males; 232 females)	57%
2012	10,699	1,828 (1537 males; 291 females)	17%
Total	26,659	9,610 (8467 males; 1143 females)	42.4%

According to a study by Meredith a turnover rate of not more than 10% is considered

normal and healthy (Derikt, 2013). The situation in the EFPC is worse and turnover is an issue that may affect the effectiveness of the commission according to the data above. Although the ideal or acceptable norm of turnover rate may vary from industry to industry, unless the causes of employee turnover are objectively determined and remedial actions are not taken, it is costly for the organization to constantly hire and train new employee. In addition, the problem of employee turnover may challenge EFPC to deviate from achieving its intended mission and vision. This can destructively affect the organization and its employees in many ways. This Motivated the researcher to conduct this research.

Looking into the magnitude of actual turnover in EFPC and its associated costs over the past five years, it is imperative to measure the turnover intentions of the existing police officers, and take remedial actions to enhance the performance of the Commission. To the best of the researcher's knowledge, such study has never been done in the Commission. Therefore, the output of this research can contribute significantly to minimize the counterproductive effect of employee turnover in EFPC. (Report of EFPC,2020)

1.4 Basic Research Questions

The research is guided by the following basic research questions:

- To assess the effect of Pay on Employee Turnover Intention in EFPC?
- What is the effect of Benefits on Employee Turnover Intention in EFPC?
- To evaluate the effect of Working Environment on Employee Turnover Intention in EFPC?
- To determine the effect of Supervision on Employee Turnover Intention in EFPC?
- To identify effect of Job Satisfaction on Employee Turnover Intention in EFPC??
- What is the effect of Promotion on Employee Turnover Intention in EFPC??

1.5 Objectives of the Study

1.5.1 General Objective of the study

The general objective of the study is to investigate the predictors of Police Officers Turnover Intention in the Ethiopia Federal Police Commission.

1.5.2 Specific Objectives of the Study

The specific research objectives of the study are:

- To find out Payment determinant factors of Police Officers' turnover intention (TOI) in the EFPC?
- To analyze Benefits determinant factors of Police Officers' TOI in the EFPC?
- To investigate Working Environment determinant factors of Police Officers' TOI in the EFPC?
- To determine Overall Job Satisfaction determinant factors of Police Officers' TOI in the EFPC?
- To assess Supervision determinant factors of Police Officers' TOI in the EFPC?
- To identify Promotion determinant factors of Police Officers' TOI in the EFPC?

1.6 Significance of the Study

The study has the following benefits to various stakeholders. Since staff turnover is costly to any organization, identifying well in advance the factors behind employees' intention to stay and then on the basis of these factors, classifying employees into those who are likely to stay and those who might leave would be advantageous to EFPC. With the focus being on employees, this approach is expected to adequately capture the hints of turnover decisions taken by individual employees.

The finding of this study it is useful to the management of Ethiopia Federal Police Commission in forecasting demand and supply of human resource which was helpful in recruitment process, promotion and in establishment of employees' retention schemes. Human Resource researchers and academicians were gaining significantly due to the strategic relevance of HR in organizational strategy and outcomes of HR research form the basis of corporate level decisions.

This study will contribute to the existing body of knowledge particularly on employees' turnover because Ethiopia Federal Police commission has a long experience in dealing with employees matters. Additionally, the EFPC or other researchers will get developed data for further study. The researcher was gained deep knowledge about the commission and issues related to employee turnover and turnover intentions.

The study will help decision makers to take valid and effective measures in managing human resources to ensure a stable work force in organization and avoid the cost associated with turnover.

1.7 Scope of the Study

To make the study manageable, the study is delimited conceptually, geographically, methodologically and temporally. Although there are several predictors of turnover intention, this study aims to examine Payment and Benefits, Working Environment, Overall Job Satisfaction, Supervision, and Promotion as predictors of TOI.

Geographically, the scope of the study is confined at head quarter at EFPC Addis Ababa, Ethiopia. This is because the headquarters is the source of information for all issues related to the study. The sample frame consist of EFPC five main sectors police officers not includes civilians.

The sectors are EFPC Human Resources Development Sector, EFPC Crime Investigation Sector, EFPC Crime Prevention and Education Sector.

Methodologically, the study was implemented quantitative approaches. Time wise, five years' turnover data is examined to show the past trend. To study the present intention, sampled police officers who are currently in duty and department heads of each sector were participate in the study.

1.8 Limitations of the Study

Conceptually delimiting the scope to few variables might ignore some important variables that should have been considered. As the research is more of quantitative, some real causes that could have been identified by conducting in-depth interviewees with employees may be uncovered. It would have been also appropriate to interview police officers who left working for EFPC to have an insight on why they left.

1.9 Definition of Terms

Human Resources refer to the department in charge of all employees and employee-related operations. In this HR definition, we will focus on human resources as a business function (Dougherty, 2012)

Employee Turnover refers to the number or percentage of workers who leave an organization and are replaced by new employees (Spector, 2008). It is the movement of employees in and out of an organization through transfer, promotion or relocation (Ivanova, 2019)

Employee Turnover Intention refers to the voluntary intention of employees to leave an organization (Steel, 1984). It also refers to the relative strength of employee intention to leave the organization or the readiness of a worker to quit (Ghosh, 2013)

1.10 Organization of the Study

This study would have five chapters. The first chapter was deals with background information, statement of the problem, objective of the study, significance of the study, scope, and limitation of the study. The second chapter was also discusses concepts and theories related to the area of study. It presents the theoretical literature review, empirical literature review, and the conceptual framework. The third chapter was deals with the methodology of the study. It includes the setting, description of the study area, research approach, research design, population and sample, sampling techniques, data sources, data collection and instruments, data analysis and ethical consideration. The fourth chapter also discusses the findings and analyzes the data. The last chapter makes conclusion and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

This chapter presents the literature review on turnover intention and some of its predictors. It is organized under three major parts. The first part discusses the theoretical literature review; the second part presents the empirical literature, and the third part presents the conceptual framework of the study.

2.1 Theoretical Literature Review of the Study

2.1.1 Definition of Turnover

Filipe (2012) explained turnover as workers rotation around the labor markets; between firms, jobs and occupations; and between the states of employment. According to Robbins (2003) turnover refers to the voluntary and involuntary permanent withdrawal from a corporation.

As it is well known employees are great assets for any service giving company in this world. Especially in organizations that maintain public security it is impossible to meet company's objective without retaining employees. In this context, Alkahtani (2015) found that Andrew Carnegie cited that "the famed industrialist of the 19th Century, who mentioned: Take away my factories, my plants; take away my railroads, my ships, my transportation, take away my money; strip me of all these but leave me my key employees, and in two three years I will have them again".

2.1.2 Types of Turnovers

Turnover can be classified into two principal categories. These are voluntarily and involuntarily (Brough, 2004; Tachbele, 2018). Voluntary turnover means that staff members themselves decide to stop working at a certain organization. Here, the first step is taken by the employees; they choose to end the work relation they have with their workplace, or employers. In this case, staff members take the decision of leaving a certain workplace for private or work-related reasons. Voluntary turnovers are those caused by the interest of the worker (e.g., to require job in other organization for better salary) while involuntary turnovers are the choice of management.

Involuntary turnover results from uncontrollable factors such as death and ill health. For example, employee turnover at subordinate organizational levels could be beneficial to some technologically advanced sectors. Both voluntary and involuntary turn could be dysfunctional if the result is a loss of human capital (Petersen, 2014).

Voluntary turnover could be either avoidable or unavoidable. Avoidable turnover remains something organizations can avoided by hiring, evaluating and motivating their workers added to effectively (Revona, 2012). Unavoidable turnover results from life decisions that spread beyond an employer's control, like decision to change to a replacement area or job transfer for a spouse (Revona, 2012).

Though there are many causes for staff turnover in an organization, all of them may not have negative effect on the well-functioning of an organization. Dysfunctional turnover is additionally the utmost concern of management, owing to its negative effect on the organization's general performance, into avoidable turnover (caused by lower compensation, poor working condition. Therefore, management should give special attention to avoidable turnover over which it has control and improves the situation and then staffs.

2.1.3 Models of Turnover

The Linkage Model. Linkage model explains a series of interconnected linkages between job satisfaction and voluntary employee turnover. This behavior ultimately is the reason for high voluntary turnover of employee (Nawaz, Rahman, & Siraji, 2009).

The Unfolding Model. Unfolding model of employee turnover is specifically centered on four psychological methods that a worker chooses when he leaves the job. Process of turnover starts from a shock that employee's premeditated judgment about their jobs. This shock then directly linked with employee's system of belief and images. Ultimate result of this shock employee has to quit the job without considering emotional attachment with the organization (Nawaz, 2009).

2.1.4 Turnover Rate

Robin (2000) defined turnover rate as a ratio comparison of the number of employees a corporation must replace during a given period of time to average number of total employees more over employee turnover does not only include the voluntary termination of employment but also the involuntary termination of membership of an organization. Employee turnover is the movement of employees in and out of an organization through transfer, promotion or relocation. Each time an edge is vacated within the organization, either voluntarily or none voluntarily, a replacement employee must be hired and trained. The replacement cycle is known as turnover (Ivanova, 2019). Turnover rate refers to the ratio of the number of employees who left during the period being considered divided by the average number of people in that organization during the period.

According to Mussel (2019), there are a number of ways to measure the employee turnover rate. This estimates the number of leavers in a given period as a percentage of the average number

of workers during the same period. (Solomon, 2007) Mostly, organizations basically track their crude turnover rates on a month by month or year by year basis. The formula is simply:

$\text{Turnover Rate} = \frac{\text{Total number of leavers over period}}{\text{Average number of employed over period}} \times 100\%$
--

2.1.5 Influencing Factors of Turnover

2.1.5.1 Pay (Salary)

Consistent with Sinha (2013), one common explanation for high turnover rate is low pay and benefits package compared to what they are worth. Employees quit from organization due to economic reasons (Sinha, 2013). Walker and Boyne (2009) discussed that within the optimal position, employees feel they are paid what they are worth, are rewarded with sufficient benefits, and receive some intrinsic satisfaction. (Wright, 2005) declares that, reward management is concentrated with the formulation and implementation of policies and method that aim to reward people fairly equitably and consistently in accordance with their value to the organization. As human wants are unlimited most of employees always look for organizations that provide more benefits and compensation package. It also found that unequal or substandard wage structure that fail under salary and benefits category as an element to go away the organization.

2.1.5.2 Benefits

Adequate and flexible benefits can demonstrate to employees that company is supportive and fair and there is evidence to suggest that benefits are at the highest of the list of the rationale why employees prefer to stick with their employer or to catch the corporate within the first place (Awan, 2013). Salary and other monetary related benefits in any organization are said to be an interesting factor for workers. In other words, inadequate benefit can create dissatisfaction among employees which can cause some employees to go out of profession or a specific organization because they are dissatisfied with their benefits. Different research findings indicates that low

benefit is that the most vital factor that contributes to employee turnover (Crousman, Hampton, & Herman, 2006)

Employees are satisfied with their jobs in organizations that provide competitive rewards and this makes to require them to remain within the same organizations thereby resulting in high levels of employee retention (Armstrong, 2012). The author additionally addresses that reward management aims at defining the right and outcomes by outlining expectations through contingent pay schemes and performance management. Similarly, Manas and Graham (2003) emphasize that rewards are often wont to drive the proper behaviors and outcomes in a corporation. So, workers are motivated to adopt the proper sort of behavior with the trust that performance will cause to better rewards. Jiang (2009) notes that employee rewards could even be verified out as total reward which refers to the compensation which an employee receives from an organization for rendering his or her services. It includes financial and non-financial benefits that are given by a corporation to its employees.

2.1.5.3 Working Environment

In the literature one among the explanations given for an employee's turnover is poor working condition or environment (Ingersoll & Smith, 2003). Poor working environment includes insufficient administrative support, heavy work load and problems with attractiveness within the work place (Firestone & Rosenblum, 1988) space, lavatory, restroom, furniture, safety equipment while discharging unsafe duties, beverage and refreshment, workers won't be capable of facing up the problem for an extended time (Simons, 2013).

2.1.5.4 Job satisfaction

Once employees realize that they are authorized to need part within the decision-making process, they could be motivated to undertake to try to prepare their best for the organization.

Huselid (2016) states that turnover studies primarily have recognized that, satisfaction with supervision encourages job retention without necessarily recognizing specific behaviors by supervisors that commit workers to the company. Experts have identified some factors that are likely to make employees satisfied at work like good pay, friendly working environment, cooperative colleagues, career counseling, and opportunities for training and development. It is also renowned that workers desire managers who understand and treat them fairly. Unless managers are fair, logical and caring to their employees, it is fairly likely that they are getting to not be happy about their jobs.

2.1.5.5 Supervision

High worker turnover rate is caused by the instability within the management of an organization. Employees are more inclined to remain and work when the organization that has stable and friendly working environment. This indicates that managers should not apply the quantitative approach in supervising their entire employees. Approving a cost-oriented approach to labor costs increases turnover rate (Al Mamun & Hasan, 2017). High turnover of labor possibly implies poor staffing and selection policy, poor supervisory system, weak grievance procedure and lack of motivation the work.

2.1.5.6 Promotion

Promotion refers to an upward movement of an employee from one job to another. Promotion is believed to provide higher pay scales and allowances, upper status and prestige, more authority, power and responsibility, challenges, and further opportunities to rise Mahapatro (2020).

Employee Turnover Intentions

Employee turnover intention refers to the voluntary intention of employees to travel away an organization (Steel, 1984). It also refers to the relative strength of employee intention to go

away from the organization or the readiness of a worker to quit (Ghosh, 2013). Turnover intention is manifest when an employee considers finding out a replacement job at another company; it is aimed a psychological motive to go away because of a scarcity of fulfillment within the present job environment (Lee & Chang, 2008). During this sense, intention is therefore a clincher in turnover (Allen, Bryant, & Vardaman, 2010).

Intentions are specific behaviors of interest and are an instant precursor to actual turnover. Turnover intention captures the individual's perception and evaluation of job alternatives (Mobley, 1978). Further studies have found a mixed end within the connection between human resource management practices and employees' turnover intention. Allen (2003), for example, noted that with two samples comprising of emporium salespeople and insurance agents, respectively, examined the role of supportive human resource management practices (participation choose, fairness of rewards, and growth opportunities) in explaining turnover intention. Using structural equation modelling, they found that human resource management practices were negatively correlated with voluntary turnover in both samples of employees. Within an equivalent streak Paré and Tremblay (2007) demonstrate that high-involvement human resource management practices were found to be significant determinants of turnover intention.

Employee turnover intention because of individual factors is that the intention to travel away an organization and seek another job correlate positively with work-family conflict, which indicates that work-family conflict may cause employees to seem for further job (Allen and Armstrong, 2013). Also, Cohen (1993) claimed that work-family conflict can cause employee turnover. Russo and Buonocore (2012) found that the resolution of work- family conflict reduces employee TOI. Organizational factors have also an influence on TOI. Sort of organizational practices are utilized to encourage the recruitment and retention of workers (Smith, 2002).

According to Baranoff (2009), personal factors include age, gender, education level, individual ability, responsibility and so on are associated with turnover intention. In this aspect enterprise culture and system, enterprise benefit and prospect, organization scale, salary, payment and promotion, relationship, training, employee involvement, individual work attitude and organizational justice will influence employee turnover intention (Yanjuan, 2016). This comprises society's economic development level, labor market condition, employment system, job opportunities, enterprise property, transportation, housing, education and health care facilities, the cost of living, quality of life (Yanjuan, 2016). The focus of this paper is on organizational factors that contribute to employee turnover intention.

2.2 Empirical Literature Review

The topic employee's turnover intention is extensively studied with multiple perspectives and suggested a variety of factors are the causes of turnover intention of an employee in an organization. There are numerous factors that contribute to employee turnover. For the purpose of this study, the following factors will be examined: Pay and benefits, working environment, overall job satisfaction, supervision and promotion)

2.2.1 Pay and Turnover Intention

Employees in an organization improve their pay level if they obtain a pay increment in their current organization or by joining other organizations which can provide good pay. The pay level an organization provides features a potentially important direct influence on voluntary turnover. In today's work environment where pay is one of the determining factors, employees quit current job and accept the job with higher pay opportunity.

As Kumar (2012) stated, the turnover of employees is especially attributed to low salary. Besides, compensation and lack of challenge and opportunity were found that, unequal or

substandard wage structure that fall under salary and benefits category as a factor to leave the organization. Payment was one of the identified factor of intention of employee turnover (Hom, Mitchell, Lee, & Griffeth, 2012). Similarly, Abigel (2012) identified inadequate compensation to have significant effect on employee turnover intentions. Gustafson (2002) established in her study that compensation and opportunities for better pay largely reason to employees' turnover intention in organizations.

Baranoff (2009) mentioned that good and fair salaries indicate a robust correlation with intention to stay. Andreas, Basson, and Coetzee (2006) supported this testimonial, which signify that the actual level of pay is less important than feelings about pay raises and the process used to manage them. According to the equity theory developed by Adams (1965) explains that individuals who value fair treatment will strive to keep the relationships between members within an organization. And so, if the workers feel that inequality exists in pay treatment and a variety of negative behaviors are going to be present like absenteeism.

H1: Pay has a significant negative effect on Turnover Intention of EFPC employees.

2.2.2 Employee Benefits and Turnover Intention

Adequate and flexible benefits can demonstrate to employees that company is supportive and fair and there is evidence to suggest that benefits are at the top of the list of the reason why employees choose to stay with their employer or to join the company in the first place in Africa (Awan, 2013).

H2: Employee Benefit has a significant effect on Turnover Intention of EFPC employees.

2.2.3 Working Environment and Turnover Intention

If working situations were substandard or the shortage of workplace vital facilities like proper lighting, furniture, restrooms and other health and care provisions, workers are getting to

be willing to put the inconvenience for a short time. Employees were more likely to stay when there is a predictable work environment and vice versa. In organizations when there was a high level of inefficiency, then there was also a high level of staff turnover. For employer losing a single key worker the likelihood of project success and investor confidence may significantly reduce. Particularly, Turnover arises from unhappiness from the place of the job. In contrary employees are also pushed to leave their current job due to the dissatisfaction in their present workplace. Zuber (2016) identified organizational instability about the work environment to have significant effect on employee turnover intention. According to poor working conditions were found out to be reasons for turnover intentions.

H3: Working Environment has a significant negative effect on Turnover Intention of EFPC employees.

2.2.4 Job Satisfaction and Turnover Intention

Models of career success have incorporated a number of demographics, human capitals, and motivational variables related to career success (Judge, Cable, Boudreau, & Bretz, 1995). The earlier studies have discovered that job dissatisfaction is associated with negative behavioral results such as absenteeism, accidents in the workplace, and labor turnover (Abu-jarad, Al-qolaq, & Nibkbin, 2002). Talepasand, Alijani, and Rezaie (2010) found out job dissatisfaction to be one of factors that triggered employees to quit their job. In addition, In a research conducted by Geleto, Baraki, Atomsa, and Dessie (2015), the researchers found out that job satisfaction predicts employees attitude to stay in their organization.

H4: Job Satisfaction has a significant negative effect on Turnover Intention of EFPC employees.

2.2.5 Supervision and Turnover Intention

Perceived Supervisor Support (PSS) exists when employees develop general views concerning the degree to which their organization (Maertz, 2007). A study made by Asmamaw and Tamene (2011), found out that poor management and inability to provide appropriate financial and nonfinancial rewards were caused of employee turnover at MoFED. According to Foley (2016), employees with high perceived organizational support are less likely to search for another job. Previous studies investigated how family-friendly practices and work-life balance practices were associated with employee retention (Grover & Crooker, 2006).

H5: Supervision has a significant negative effect on Turnover Intention of EFPC employees.

2.2.6 Promotion and Turnover Intention

Mahapatro (2020) described promotion as an advancement of employee to a higher post with greater responsibilities and high range of salary, service conditions would be better and thus higher status. Promotion opportunities alongside organizational commitment, Job characteristics, promotion opportunities, pay level and rewards, quality of labor life and job satisfaction has negative and significant relationship with turnover intentions (Hassan, 2014). Promotion rapidity and compensation growth are the primary factors that have direct highly impacts on employees' turnover intentions (Biswakarma, 2016). As Nyamubarwa (2013) indicated, promotional opportunity was one of the factors shaping turnover intentions alongside salaries and conditions of service, job performance, career growth, work environment, job satisfaction, supervisory style, and employee commitment.

H6: Promotion has a significant effect on Turnover Intention of EFPC employees.

2.3 Conceptual Framework of the Study

Job satisfaction, pay, benefit condition, Supervision, working environment, and promotion are assumed to be the predictors of employee turnover in the context of Ethiopian Federal police, Addis Ababa commission office. The summary of the hypothesis is given below:

H1: Pay has a significant negative effect on Turnover Intention of EFPC employees.

H2: Employee Benefit has a significant negative effect on Turnover Intention of EFPC employees.

H3: Working Environment has a significant negative on Turnover Intention of EFPC employees.

H4: Job Satisfaction has a significant negative on Turnover Intention of EFPC employees.

H5: Supervision has a significant negative on Turnover Intention of EFPC employees.

H6: Promotion has a significant negative on Turnover Intention of EFPC employees.

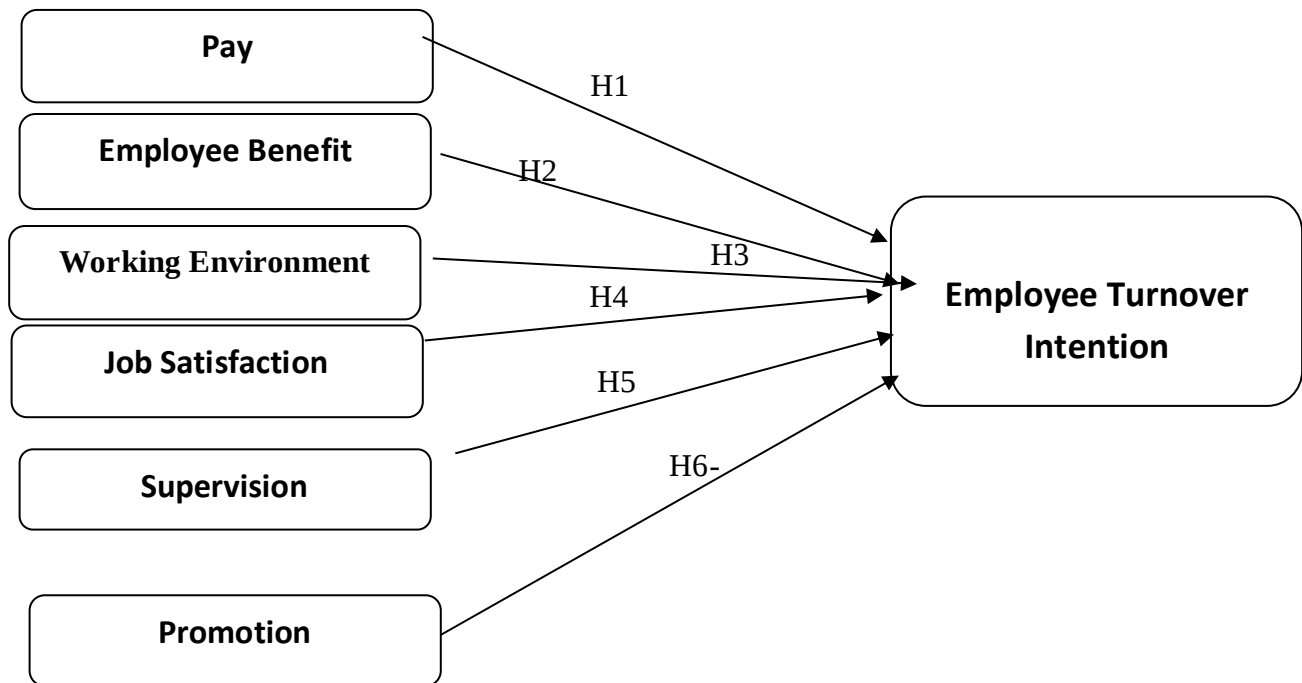


Figure 1. Conceptual framework
Source: Adopted from related literatures

2.4 Research Gap

There have been a number of valuable studies about employee turnover. However, little has been written on factors contributing to labor turnover at EFPC. Studies made by (Bo, 2005; Ingersoll, 2001a; Manento, 2020) all of which evidence that poor salaries, working environment, discrimination in pay, work load and lack of recognition were factors contributing to employees' turnover. The other reviewed studies dealt with employees' turnover but did not focus on police sector they rather embarked on work sector, ware house, engineer's designer, shops, financial firms, and construction sector which are different to employees in education sector.

The reviewed literature showed that poor salaries, working environment, discrimination in pay, work load and lack of recognition are factors contributing to employee turnover. But apart from the afore said factors still there are other factors such as carrier development, leadership, mutual relationship, job security and extraneous variables such as death, retrenchment, retirement and dismissals which contribute to employees' turnover. This study included all these factors so as to assess their role in problem of employee turnover. Since various factors were involved in the study new knowledge has been added to the existing body of knowledge especially area of employees' turnover as discussed in chapter four and five.

CHAPTER THREE

RESEARCH METHODOLOGY

The objective of this research is to examine the predictors of police officer's turnover intention in EFPC. This section focuses on the research setting, description of the study area, research approach, research design, target population, sampling procedure, data collection instruments, reliability and validity of data collection.

3.1 Research Setting

The Ethiopian Federal Police Commission is a federal law enforcing body which was established by proclamation number 720/2011. The headquarters is located within the metropolitan besides Mexico square. There have been ten sectors within the commission and from these the five are the main target of the study. The electronic address is www.federalpolic.govt.et.

3.2 Description of the Study Area

The Ethiopia Federal Police Commission (EFPC) is one among the large-scaled federal enforcement bodies which was established on the thought of its own rationale goal; i.e., “as an autonomous federal organ having its own legal personality” and “to play its part within the national efforts to form democratic system, maintain peace and enhance development” as noted in its reorganizing proclamation on Article 3/11995. As it is stated on the new Ethiopian Federal Police Proclamation 720/2011, the essence of its establishment tends to imply the complexity of its service and having the burden of all Ethiopian citizens.

The Ethiopia Federal Police Commission (EFPC) has the responsibility of securing the peaceful activities of the general public in Ethiopia. While the activities of the regional police consider the precise, the Federal Police Commission activities run throughout the country. The regional police are confirming the safety of the residents within the region and other regional useful

facilitation whereas the Federal Police concentrate on federal issues emanate from the constitution. The EFPC organizational human resource data shows that there has been total of 26,659 cops under five major sectors. These were the Human Resource Development, Police University College (education & training sector), Health sector, Crime Prevention sector, and Crime Investigation sectors. There are also several directorates under each sector. The Federal Police Commission head quarter was located at Addis Ababa , Ethiopia and has ten regional offices through the country (Annual Report, 2020).

3.3 Research Approach

Research approach is selected by researchers based on the research purpose, the nature of the research, the problem area, and research questions. Accordingly, this study quantitative data research approach. Therefore, quantitative data was used. The quantitative data was collected prior to the qualitative method. Qualitative approach helps to have in-depth information to overcome the subjective reality faced by any study (Creswell, 2003).

3.4 Research Design

The research design applied is both descriptive and explanatory because the research was aimed toward identifying the effect of several independent variables (Payment, Benefits, Work Environment, Job satisfaction, Supervision, and Promotion) on the turnover intention of Ethiopian Federal Police Commission employees.

3.5 Population and Sample

According to Kothari (1985), a study population refers to all items in any field of study. Therefore, the population of the study shows the whole number of people or employees the researcher aims to make his/her generalizations. The total number of police officers in the five sectors of EFPC is 26,659.

To keep the study to a manageable size sampling was used. Sampling is the process of choosing, from a much large population, a group about which wish to make generalized statements so that the selected part represents the total group to all or any items in any field of study (Leedy, 1989).

3.4.1 Sample Size Determination

The sample size was decided by using the formula developed by Yemane (1967) at a confidence of 95%. The researcher used this formula because it had been easily understandable and widely applied.

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

where, n = Sample size

N= Population Size

e= the desired level of precision

EFPC has 26,659 employees; the required sample size is as follows:

$$n = \frac{26,659}{1 + 26,659(0.05)^2}$$

$$n = 26,659/67.6475 \approx \mathbf{394}$$

3.4.2 Sampling Design and Sampling Technique

The study used random sampling and simple random sampling techniques for the quantitative study. Simple random sampling was used in order to get the number from the total population.

3.4.3 Sample Distribution Plan

Table 3 below shows the total population size stratified in five sectors or departments, the sample to be taken from each category for the survey study.

Table 2
Sample Distribution

No	Department Name	Target Population	% Average of Population	Sample Size for each Department
1	Human Resource Development Sector	3,993	15%	59
2	Police University College	3,969	15%	59
3	Health sector	3,954	15%	58
4	Crime Prevention sector	10,699	40%	158
5	Crime Investigation sectors	4,044	15%	60
	Total	26,659	100%	394

Source: Organized by the researcher

For the qualitative study, Heads of Departments was purposively sampled as key because of the information they have by the virtue of the positions they hold. Therefore, there was five interviewees, one from each department.

3.5 Data Types and Sources

To get relevant data for this study, the study used both primary and secondary types of data. For primary data collection, questionnaire and interview protocol was employed. The primary data was collected through close-ended questionnaire to collect employees' opinion regarding turnover at workplace.

Semi-structured interview was employed to understand the EFPC top officials about employees' turnover and related issues. The secondary data was also collected from quarter and annual report from the EFPC.

3.6 Data Collection Instruments

The questionnaire contained items measuring the organization's turnover practices and employee TOI. The questionnaire consisted of two sections. Section A included six items relating to demographic information about the respondents (age, gender, level of education, marital status, work experience and sector are they from). Section B relates to the study's independent and dependent variables. The study's variable items were all adopted from previous research, and were modified as per the context. The questionnaire was prepared firstly in English language then it was translated with great care in to Amharic language, the working language of Ethiopia

The questionnaire used a five-point Likert Scale that ranged from 1, meaning strongly disagree, to 5, meaning strongly agree. The reliability of the research instrument could demonstrate by the Cronbach Alpha coefficient. For this research work the researcher identifies the common and important issues that any organization needs to address in the workplace/employees' dimensions.

3.7 Data Distribution and Collection Procedures

The questionnaire was distributed to the police officers per the sample size in hand. Appropriate information was also given to concerned staff before distributing collected questionnaire. To gather relevant data, semi-structured interview was prepared for those selected sector heads and their vices because interview was used to collect data in depth from fewer members of respondents, the data collection system used closed ended questions.

A letter of introduction attached to the questionnaires explaining the purpose of the study. This was preceded by seeking permission from the departmental heads so that the study could carry out on the company. The questionnaires were managed to respondents during working hours. The whole exercise was conducted within three weeks. The questionnaire was taken an average of

twenty minutes to be completed by respondents. To ensure a high response rate a representative was selected from each stratum that were contacted via telephone and sent reminders.

3.8 Data Analysis

After collecting, checking and cleaning the respondent's quantitative data, quantitative approaches was used during the data analysis. Multiple regression and descriptive method of data analysis was used. In order to analyze the quantitative data obtained through Questionnaire (Likert scale technique).

There are certain tasks accomplished before in-depth analysis can occur. Coding of transcribed data from interviews and questionnaires was an initial step in the process. Merriam (2018) describes that the process of data analysis was complex action of moving back and forth between data and concepts, between description and interpretation, using both inductive and deductive reasoning. In general data was summarized, edited, coded, tabulated and analyzed. Generally, Data collected through questionnaire and interview was presented by using tables, Frequency responses and percentage

3.9 Reliability and Validity

Reliability is used to show an attribute in which data collection procedures could be repeated with the similar results. According to Kothari (1985), measuring instrument is reliable providing that it offered reliable results. During the preparation of the questionnaires, researcher applied advisor suggestions and comments to improve question's reliability. The researcher also compared and contrasted the respondents' answers with Ethiopian Federal Police Commission monthly reports, plans and document sources. In addition to this, the researcher provided explanations about the purpose of study and the content of questions for the respondents before they had been given answer for questionnaires. The researcher confirmed questionnaire instrument

was understood by the respondents using reliability test. Cronbach's Coefficient Alpha test was employed by SPSS version 20. Thus, the SPSS output was summarized in table below.

Table 3
Summary of Measures

Variable	Instrument Source	Number of items	Cranach's Alpha test
Pay (Salary)	Awan, Sinha and Shukla (2013)	4	.866
Employee Promotion	Nyamubarwa (2013), Hassan (2014), Masri (2009) and Abdali (2011)	7	.835
Employee Benefit	Lockhead and Stephens (2004)	4	.851
Working Environment	Heizer and Render (2010) Shamsuzzah and Sumon	4	.844
Supervision	Robbins (2003), Booyens (2000), Falkenburg and Schyns (2007)	4	.841
Employee Job Satisfaction	Sempene (2002), Randhawa (2007) and Spector (1997)	7	.842
Turnover Intention	Allen and Armstrong (2013)	4	.852
Over all		34	.847

Source: own computation (2021)

Table 4 showed the value of Cronbach 's alpha or alpha coefficient was 0.847 overall reliability for 34 items in the questionnaires, while the acceptable standard was above 0.70 The minimum value of the Cronbach's alpha value was 0.841 and the maximum value was 0.866. The values were well above 0.70. This implies that the questionnaires were consistent, reliable and the questionnaire could be repeated by another researcher and the researcher would reach the same conclusion (Emmanuel, 2017).

Validity refers to the extent to which the instrument measures what the researcher actually wish to measure (Kothari, 1985). Validity is the most critical criterion and specifies the degree to which an instrument measures what it intends to measure. In order to ensure the quality of this research, the content of the research questionnaires was verified by the advisor of this research by looking into the suitability of questions and the scales of measurement. Peer discussion with previous generations and other researchers was done, since it was another way of checking the appropriateness of questions. Previous developed standard questionnaires were used by both adopting and adapting. Validity Test of the instrument before dispatching the questionnaire to gather information its validity and reliability was checked.

3.10 Ethical Consideration

The current researcher, first of all, expect to receive a recommendation letter from his department to the EFPC for the sake of informed consent; was met a gatekeeper of having mutual agreement on the given issues, the researcher recruited a key informant which is more concerned to research among sector heads and was referred to another informant to recruit as additional informant. Then after, an attempt was made to ensure all respondents to keep their identity and respondents as confidential in order for all the information to be given with complete confidence.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPERETATION

This study examined predictors of employee turnover intentions in the case of Ethiopian Federal Police Commission. As stated in the methodology part, the data was collected from the staffs of the five directorates of the organization. The chapter deals with data presentation, analysis and interpretations of the analyzed data. It includes two major analysis techniques. The first section presents demographic features of respondents and the second section of this chapter discusses the results and implications of the findings.

4.1 Response Rate

From the total of 394 questionnaires distributed to the respondents, 378 (96%) were properly filled and used for analysis. The researcher considered that the response rate as satisfactory.

4.1.1 Demographic Characteristics of the Respondents

The demographic characteristics part of the questionnaire includes personal information like gender, age, educational qualification, working experience, and marital status. The details are as follows:

Table 4
Demographic Information of Respondents

No.	Respondent characteristic	Categories	Frequency	%
1	Age	20-30	165	43.7%
		31-40	147	38.9%
		41-50	49	13.0%
		51-60	17	4.5%

		Total	378	100%
2	Gender	Male	264	69.8%
		Female	114	30.2%
		Total	378	100%
3	Marital status	Single	196	51.9%
		Married	147	38.9%
		Divorced	35	9.2%
		Total	378	100%
4	Educational Qualification	Diploma	76	20.1%
		Degree	214	56.6%
		Masters Degree	72	19.0%
		Total	378	100%
5	Working Experience	Less than 5 years	14	3.7%
		6-10 years	29	7.7%
		11-15 years	124	32.8%
		16-20 years	60	15.9%
		21-25 years and above	151	39.9%
		Total	378	100%

Source: Own survey, 2021

Table 5 shows the demographic information of the respondents. Out of the total respondents, 165 (43.7%) fall under the age 20-30 followed by 147 (38.9%) within the age group of 31-40. The age group 41-50 accounts 49 (13) and the remaining 17 (4.5%) were within the age group 51-60. From this we see that the majority of the respondents belonged to the younger age group. The fact that most of the respondents were below 40 years of age might have an ambition to quit their present job for the sake of having other lucrative income.

In relation to gender, 264 (69.8%) of the respondents were males and 114 (30.2%) were females. This shows the involvement of females in the police profession was still encouraging though the expected composition may be 50%.

The marital status of the respondents show that 196 (51.9%) of the respondents were single whereas 147 (38.9%) were married and the remaining 35 (9.2%) were divorced.

The academic background of the respondents showed that 76 (20.1%) were diploma holders, while 214 (56.6%) were Degree holder, and 72 (19%) had diploma. The educational background the respondents have is quite good.

According to the above table 14 (3.7%) had less than 5 years of experience in the commission, 29 (7.7%) had 6-10 years of experience, 124 (32.8%) were with 11-15 years of experience, 60 (15.9%) were with 16-20 years of experience, and 151 (39.9%) served for more than 20 years. This figure show that most of the respondents stayed in the Commission for long.

4.2 Descriptive Statistics of Study Variables

This section represents the respondents' perception on the independent and dependent variables. The respondents were asked to specify the extent to which they agreed and disagree to statements related to the variables under the study using a five-point Likert scale (5= strongly agree; 4=Agree, 3=Neither Agree Nor Disagree, 2=Disagree, and 1= strongly disagree).

The researcher compared the mean and standard deviational score of each variable against a standard set by Zaidatol (2012). Accordingly a Mean of 1.00 up to 2.33 is regarded as 'Low', a Mean of 2.34 up to 3.67 is 'Moderate', and a Mean of 3.68 – 5:00 is 'High'. Low mean indicates that the large number of respondents disagreed on the issue, and high mean value shows their agreement.

The descriptive statistics of each of the study variables is presented in the coming sections.

Table 5
Mean and Standard Deviation of the Salary

Salary Items	N	Mean	Std. Deviation
1. I am satisfied with my payment.	378	2.99	1.232
2. Payment is sufficient for my living expenses	378	3.23	1.302
3. I am paid according to my work experience.	378	3.26	1.252
Salary Mean and SD	378	3.1	1.241

Table 5 presents the mean and standard deviation of the items explaining the ‘Salary’ variable in EFPC. Using the interpretive key given by Zaidatol (2012) above, all the Mean and SD of all the items and the variable itself is within the range of 2.34 – 3.67 expressing a moderate level of satisfaction with their salary.

Table 6
Descriptive Statistics of Employee Promotion

Employee Promotion Items	N	Mean	Std. Deviation
1. Promotion in my organization is quite good.	378	3.27	1.238
2. Promotion is based on performance result.	378	3.05	1.183
3. Promotion in my organization is frequent (common).	378	3.14	1.217
4. Promotion in my organization is regular (ordered).	378	3.14	1.242
5. The chance for promotions in my organization is fair.	378	2.98	1.339
6. Promotion in my organization depends on the length of Service.	378	2.75	1.333
7. There is a chance for promotion on my job.	378	2.92	1.179
Employee Promotion Mean and SD	378	3.035	1.247

Table 6 presents the Mean and SD Employee Promotion in EFPC. Promotion in EFPC was perceived to be moderate (Mean=3.035; SD=1.238) by the respondents. Respondents perceived

moderately that promotion was based on performance (Mean=3.05, DV=1.183), was frequent (Mean=3.14; SD=1.217), was regular (Mean = 3.14; SD=1.242), was fair (mean = 2.98, SD=1.339), considered length of service (Mean = 2.75, SD = 1.333), there was a chance for promotion (Mean=2.92; SD = 1.179). The mean score values showed that the respondents were Moderately satisfied by promotional opportunities in EFPC as the Mean values were between 2.34 - 3.67 when compared with standard mean score set by Zaidatol (2012).

Table7
Descriptive Statistics of Employee Benefits

Employee Benefits Items	N	Mean	Std. Deviation
1. I am satisfied with my benefit package	378	2.85	1.250
2. I am satisfied with the bonus provided by the organization	378	2.75	1.329
3. My benefits meet my needs well,	378	2.87	1.359
4. I know who to talk to if I don't understand my benefits	378	3.01	1.333
Employee Benefit Mean and SD	378	2.87	1.137

As shown in the Table 7 above, respondents view on item 4 was also analyzed, it's about items related on Employee Benefits are : Those who said I am satisfied with my benefit package has mean 2.85 (SD=1.250), I am satisfied with the bonus provided by the organization has scored of mean 2.75 (SD=1.329), My benefits meet my needs well, said scored Mean 2.87 (SD=1.359) and the last statement I know who to talk to if I don't understand my benefits also scored mean of 3.01 (SD=1.333).

Generally the overall average means score of all Likert scale items shows a Mean of **2.87** (SD=**1.137**). The mean score value showed moderate agreements as the overall observation were

between Mean value of 2.34 - 3.67 when compared with standard mean score according to Zaidatol (2012). So, the table demonstrates that the respondents had moderate satisfaction or agreement with the benefits and bonus the Commission provides.

Table 8

Descriptive Statistics Respondents on the Working Environment of Employees

Working Environment Items	N	Mean	Std. Deviation
1. I feel my work environment is distraction free.	378	2.88	1.283
2. I feel I am satisfied of my workplace	378	3.10	1.304
3. I feel I am comfortable with my working environment.	378	3.00	1.296
4. I feel my working environment reflects my organizational culture.	378	2.85	1.243
Working Environment Mean and SD	378	2.95	1.281

The working environment of the employees in the study area was analyzed in Table 8 above. From the table, the five Likert scale instrument of each items related on working environment of employees were: I feel my work environment is distraction free with a mean of 2.88 (SD=1.283); I feel I am satisfied of my workplace had scored of mean of 3.10 (SD=1.304); I feel I am comfortable with my working environment scored Mean of 3.00 (SD=1.296), and I feel my working environment reflects my organizational culture also scored mean of 2.85 (SD=1.243).

Generally, the overall average means score of all Likert scale items had a Mean of **2.957** (SD=**1.281**). Furthermore the mean score value showed moderate agreement as the observations lie between mean of 2.34 up to 3.67 when compared with standard mean score according to Zaidatol (2012). So, the table demonstrates that the respondents have concurred moderately with the current working environment of employees in the Commission.

Table 9

Descriptive Statistics of Respondents on the Supervision in the Commission

Supervision Items	N	Mean	Std. Deviation
1. When I have questions or concerns, my team leader is able to address them.	378	3.09	1.249
2. I am valued by them leader.	378	2.99	1.213
3. My team leader encourages me to do well in my work.	378	3.05	1.218
4. Overall, my team leader does a good job.	378	2.85	1.313
Supervision Mean and SD	378	2.995	1.248

Table 10 presents the perception of the respondents on the supervision system in the Commission. The results to the questions forwarded to them are: When I have questions or concerns, my team leader is able to address them has mean of 3.09 (SD=1.249), I am valued by them leader had scored of mean of 2.99 (SD=1.213); Team leader encourage me to do well in my work scored of mean of 3.05 (SD=1.218); the last statement Overall, my team leader does a good job also scored mean of 2.85 (SD=1.313).

Generally, the overall average means score of all mean of the variable Supervision is **2.995 (SD=1.248)**. The mean score value showed moderate agreement or satisfaction with the quality of supervision respondents received from their supervisors as the observations were between the mean value of 2.34 - 3.67 when compared with standard mean score set by Zaidatol (2012). So, the table demonstrates that the respondents have concurred that moderately the current Supervision in the Commission.

Table 10
Descriptive Statistics of Respondents on the Respondents' Job Satisfaction

Employees' Job Satisfaction Items	N	Mean	Std. Deviation
1. I am aware of that the work I do is important for the company	378	2.60	1.273
2. I am satisfied with my current job.	378	2.79	1.301
3. I am interested with my current job.	378	2.83	1.373
4. My job is respected by others.	378	2.88	1.301
5. My job does give a sense of achievement.	378	2.90	1.224
6. I am eager to my job.	378	2.94	1.186
7. My present job gives me responsibility.	378	3.14	1.243
Job Satisfaction Mean and SD	378	2.868	1.271

Table 10 presents the respondents' perception about the satisfaction they have with their job. The mean value of their responses together with their respective SD were, I am aware of that the work I do is important for the company had mean value of 2.60 (SD= 1.273); I am satisfied with my current job had scored of mean of 2.79 (SD=1.301); I am interested with my current job scored mean of 2.83 (SD=1.373); My job is respected by others had scored of mean of 2.88 (SD=1.301); My job does give a sense of achievement scored Mean of 2.90 (SD=1.224); I am eager to my job had scored of mean score of 2.94 (SD=1.186), and My present job gives me responsibility also scored mean of 3.14 (SD=1.243)

Generally, the overall average means score of all Job Satisfaction items had a mean of **2.868 (SD=1.271)**. The mean score value showed moderate of responses as the observations were within the mean score values 2.34 - 3.67 when compared with standard mean score set by Zaidatol (2012). So, the table demonstrates that the respondents concurred moderately to the current **employees' job satisfaction** in the Commission.

Table 11
Descriptive Statistics of Respondents on Turnover intention

Turnover intention Items	N	Mean	Std. Deviation
I don't have any intention of quitting my job (RC)	378	3.16	1.227
I often think about quitting my present job	378	3.29	1.213
I will probably look for a new job next year	378	3.06	1.198
As soon as possible, I will leave the organization	378	3.17	1.186
Turnover Intention Mean and SD	378	3.17	1.206

Table 11 presents the respondents' intention of quitting their jobs. Responses to the question items are as follows: I don't have any intention of quitting my job (reverse coded) had a mean score of 3.16 (SD=1.227); Often think about quitting my present job had scored of mean 3.29 (SD=1.213); I will probably look for a new job next year scored mean score of 3.06 (SD=1.198), and As soon as possible, I will leave the organization also scored mean of 3.17 (SD=1.186).

Generally, the overall average mean score of all Turnover Intention items had a mean of **3.17 (SD=1.206)**. The mean score value showed moderate level of intention to quit their jobs as the observations were between the mean range of 2.34 - 3.67 when compared with standard mean score set by Zaidatol (2012). So, the table demonstrates that the respondents have concurred moderately intention to leave the Commission.

4.3 Correlation Analysis

The correlations among the variables of the study are presented in the following table. Correlation analysis used to show the strength of the association between the variables involved.

Table 12
Correlation Matrix

		Salary	Employee Promotion	Employee Benefit	Working Environment	Supervision	Job Satisfaction	Turnover Intention
Salary	Pearson Correlation	1						
	Sig. (2-tailed)							
	N	378						
Employee Promotion	Pearson Correlation	.509**	1					
	Sig. (2-tailed)	.000						
	N	378	378					
Employee Benefit	Pearson Correlation	.312**	.584**	1				
	Sig. (2-tailed)	.000	.000					
	N	378	378	378				
Working Environment	Pearson Correlation	.384**	.568**	.574**	1			
	Sig. (2-tailed)	.000	.000	.000				
	N	378	378	378	378			
Supervision	Pearson Correlation	.379**	.577**	.451**	.593**	1		
	Sig. (2-tailed)	.000	.000	.000	.000			
	N	378	378	378	378	378		
Job Satisfaction	Pearson Correlation	.309**	.576**	.535**	.486**	.593**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000		
	N	378	378	378	378	378	378	
Turnover Intention	Pearson Correlation	.448**	.472**	.401**	.382**	.516**	.572**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	
	N	378	378	378	378	378	378	378

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

Table 12 presents the correlation matrix of the variables of the study. The relationship among research variables is calculated using Pearson correlation coefficient test. Field (2006) stated that the correlation coefficient lies between -1 and +1. A correlation coefficient of +1 indicates a perfect positive relationship, and a correlation coefficient of -1 indicates a perfect negative relationship; whereas a coefficient of 0 indicates no linear relationship.

The descriptors developed by Davis (1971) are used to interpret the strength of correlation among the variables of the study. These are: 0.70-1.00 indicates a 'Very Strong' association, 0.50-0.69 for 'Substantial' association, 0.30-0.49 for 'moderate' association, 0.10- 0.29 for 'Low' association, and 0.01-0.09 for 'Negligible' association.

From the above table, coefficients of correlation indicated that Turnover Intention has Moderate association with Salary ($r=0.448$, $p=.000$), Employee Benefit ($r=0.401$, $p=.000$), Employee Promotion ($r =0.472$; $p=.000$), and Working Environment ($r=0.382$, $p=.000$). It has substantial association with Employee Job Satisfaction ($r =0.572$, $p =.000$) and Supervision ($r=0.516$, $p=000$). However, the direction of association of all the independent variables was observed to be in the same direction although it is expected to be in the opposite direction. This can be attributed to the respondents' overall moderate level of agreement to all variables of the study. As it can be seen above table, there is moderate and positive association among the independent variables.

4.4 Multiple Regression Analysis

Multiple regressions analysis is used to determine the effect of the six independent variables on the dependent variables. These six independent variables of the study are Salary, Employee Benefit, Working Environment, Employee Job Satisfaction, Supervision, and Employee Promotion, and the dependent variable is Turnover Intention. Multiple regression analysis was applied to identify the contribution of the independent variables on the dependent variable. Assumptions of linear regression were checked before running the regression analysis. The results of the multiple regression analysis are presented below.

Table 13
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660 ^a	.435	.425	.70504

a. Predictors: (Constant), EJ, S, WE, EB, SU, EP

Table 13 presents the model summary part of the regression analysis. The most important measure here is the R square which is 0.435 or 43.5%. This measured value shows how much variance of the dependent variable was captured or predicted by the six independent variables. Therefore, this figure shows that the selected six predictors explained 43.5% of the variation in Turnover Intention of the police officers in EFPC. The remaining 56.5% of the variability in Turnover Intention of the respondents is explained by factors that are not captured in this model.

Table 14

ANOVA

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	142.928	6	23.821	47.923	.000 ^b
Residual	185.410	373	.497		
Total	328.337	379			

a. Dependent Variable: TOI

b. Predictors: (Constant), EJ, S, WE, EB, SU, EP

Table 14 presents the ANOVA table. It revealed that the Sig or the p value = .000. This indicates the overall significance of the model. Generally, the ANOVA analysis explained the

existence of significant relationship between the independent variables and the dependent variable Turnover Intention.

Table 15
Table of Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	.641	.160		4.004	.000		
Salary	.244	.045	.251	5.487	.000	.722	1.384
Employee Promotion	.022	.062	.021	.357	.721	.438	2.281
Employee Benefit	.051	.045	.060	1.127	.260	.539	1.856
Working Environment	-.056	.054	-.057	-1.048	.295	.506	1.977
Supervision	.211	.056	.207	3.747	.000	.496	2.015
Job Satisfaction	.381	.057	.356	6.659	.000	.528	1.893

a. Dependent Variable: TOI

Table 15 shows the table of coefficients. It tests the significance of each of the independent variables to predict the dependent variable. The information in this table shows only three (Salary, Supervision, and Job Satisfaction) of the six independent variables had a $p < 0.01$. When we look into their sign of their beta coefficients, however, all bear a positive sign with Salary ($\beta = .244$; $p < 0.01$), Supervision ($\beta = .211$; $p < 0.01$), Job Satisfaction ($\beta = .381$; $p < 0.01$). This is contrary to the hypothesized direction. Therefore, the findings could not support the conjectured hypothesis. In addition, the p value of the rest three variables (Employee Promotion, Employee Benefit, and Working Environment) had a p -value higher than 0.05: Employee Promotion ($\beta = .022$; $p = .721$), Employee Benefit ($\beta = .051$; $p = .260$), and Working Environment ($\beta = -.056$; $p = .295$). Therefore, none of the hypothesis are supported. The possible reason can be the moderate levels of agreement

with independent and the dependent variable items manifested in the descriptive statistics part of this study discussed earlier.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The purpose of this study was to examine the predictors of police officers turnover intentions in the case of the Ethiopian Federal Police Commission (EFPC). The summary of the findings, conclusions of the researcher, and the recommendations forwarded are presented in the following sections.

5.1 Summary of Findings

Data collected from a total of 378 (96%) respondents. The major findings of the study of are presented below:

- The majority of the respondents was males; in the age range of 20-30, single, most of them having first degree educational qualification, and 11-15 years of work experience.
- The reliability of the measures of the study was above the minimum threshold of Cronbach's alpha result of 0.7.
- Respondents expressed a moderate agreement the level of Salary, Employee Promotion, Employee Benefit, Working Environment, Supervision, and Job Satisfaction they have with the Commission and Turnover Intention they have.
- The findings from the correlation analysis also indicated the existence of moderate association of four independent variables (Salary, Employee Promotion, Employee Benefit, and Working Environment) and substantial association of two independent variables (Managerial Supervision and Job Satisfaction) with the dependent variable (Turnover Intention). However, the direction of the association was found to be against or opposite to the expected direction.

- The model summary part of the regression analysis indicated that 42.5% of the variation in turnover intention in EFPC can be explained by the six independent variables: Salary, Employee Promotion, Employee Benefit, Working Environment, Supervision, and Job Satisfaction. The ANOVA analysis also explained the existence of significant relationship between the independent variables and the dependent variable. However, the individual contribution of each of the independent variable to the dependent variable was found out to be non-significant.
- In this study we tested the relationship between Salary, Employee Promotion, Employee Benefit, Working Environment, Supervision, and turnover intention. The results concluded that the turnover intention of EFPC was not significantly associated with Salary, Employee Promotion, Employee Benefit, Working Environment, Supervision, and Job Satisfaction. So, then these independent variables were not a critical factor of turnover intention for EFPC workers. Hence, our research suggested that the policymakers and administrators in the EFPC should develop appropriate policies which focus on other issue which contribute to reducing turnover intention and focus on job performance to decrease termination intention.

5.2 Conclusion

Based on the findings presented above, the researcher concludes the following:

- The fact that the police officers didn't show above moderate level of agreement towards the satisfaction they have with their payment and the ability of the salary to cover their living expenses may ultimately lead them to quit their jobs though they seem neutral at the moment.
- The fact that the police officers were indifferent in the responses with the employee promotion opportunity that existed in EFPC may make them to lose hope for their future advancement and this may ultimately push them to leave working for the Commission.

- The respondent moderate level of agreement to the satisfaction they had with the benefit package the Commission provides can act as additional push factor.
- The moderate level of satisfaction and comfort the respondents had with their work environment most likely will lead to turnover intention.
- The moderate level of agreement with the supervision or leadership quality of leaders will have an effect on the intention to leave in the organization.
- The moderate level agreement of the respondents with the satisfaction and interest they had with their job will mostly lead to a real intention to quit their jobs.
- The moderate level of agreement to the turnover intention the respondents will not remain to be moderate if the situations in the identified determinant factors of turnover intention do not improve in the future.
- Promotion opportunities alongside organizational commitment, Job characteristics, promotion opportunities, pay level and rewards, quality of labor life and job satisfaction has negative and significant relationship with turnover intentions Hassan, (2014).
- In generally, different research findings indicates that low benefit is that the most vital factor that contributes to employee turnover Crousman, Hampton, & Herman, (2006)

5.3 Recommendations

Grounded by the findings and conclusions, the next recommendations are made to allow the responsible authorities to introduce mechanisms that improve the level of agreement employees would have to the predictors of turnover intention and decrease the employee turnover intention and actual employee turnover.

- To enhance the pay satisfaction the police officers will have and hence to minimize their turnover intention to low level, the Commission should revise the salary in a way

that covers their living expenses by taking their education level, workload, and experience, and their contribution to the nation into consideration.

- Employees' turnover intention declines when they have hopes to get promotion and grow as they stay more and more in an organization. Therefore, the EFPC should provide sufficient promotional opportunities to the police officers.
- On top of the basic salary they get, employees attach high value to the employee benefit packages an organization provides. To minimize the turnover intention to the lowest degree, the Commission should revise its benefit package to make sure that its benefit is competitive and sufficient enough to retain its workers.
- Creating conducive working environment where employees feel recognized for a job well done and are well motivated to excel on their responsibility. The commission should give due attention to create the working environment proper for the employees.
- The commission should raise interest in providing good supervision to reduce turnover.
- Unless employees have high satisfaction with their existing jobs, they usually work as they have to sustain their lives and leave working for the organization very soon when they get a better opportunity. As it costly to develop another police officer both in terms of money, time, etc., it is preferable for the Commission to make every effort to keep its police officers as satisfied as possible.
- The Commission should to make a deep study to determine what more factors actually pushes and/or pulls the police officers to quit working for the Commission.

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APPENDIX
ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE
MA in Human Resources Management

Questionnaires to be filled by Employees of Ethiopian Federal Police Commission (EEPC)

Dear respondents:

The purpose of this questionnaire is to collect data about the police officers' turnover intention in EFPC. Your genuine and accurate response to each item has great contribution for the success of the intended outcomes. The information you provide will be used only for academic purpose only and I assure you that it will be kept confidential. You will not be identified by your name, and your participation in this research is voluntary. Therefore, I kindly request you to spare some of your precious time to fill in your honest responses. Thank you in advance for your kind participation in this research.

Section I: Background Information of Respondents

Instruction: Please indicate the following by ticking (✓) on the spaces in front of the response options:

Part I: Demographic information

1. Gender: Male _____ Female _____
2. Age: 20-30 _____ 31-40 _____ 41-50 _____ 51-60 _____
3. Education Level: 12 _____ Diploma _____ First Degree _____ 2nd Degree _____ PhD _____
4. Marital Status: Single _____ Married _____ Separated _____ Widow _____
5. Work Experience: 0-5 year _____ 6 -10 years _____ 11-15 years _____
 16-20 years _____ 21-25 years _____ 26-30 years _____ above 31-years _____
6. Sector you are working in: Health sector _____
 Crime prevention _____
 Crime investigation _____
 Police university college _____
 Human resource development _____

Part II: General Questionnaires

Instruction: Lists of questions that measure your level of agreement or disagreement with each item are presented below in a tabular form. Please provide your answers by putting a tick mark (✓) inside the box under each option.

Therefore, your honorable participation will have the highest credibility on its results.

Items	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
Salary					
1. Monthly payment/salary					
2. I am satisfied with my payment.					
3. Payment is sufficient for my living expenses					
4. I am paid according to my work experience.					
Employee Promotion					
5. There is a chance for promotion on my job.					
6. Promotion in my organization is quite good.					
7. Promotion is based on performance result.					
8. Promotion in my organization is frequent (common)					
9. Promotion in my organization is regular (ordered)					
10. The chance for promotions in my organization is fair.					
11. Promotion in my organization depends on the length of Service.					
Employee Benefit					
12. I am satisfied with my benefit package					
13. I am satisfied with the bonus provided by the organization					
14. My benefits meet my needs well,					

Items	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
15. I know who to talk to if I don't understand my benefits					
Working Environment					
16. I feel my work environment is distraction free.					
17. I feel I am satisfied of my workplace					
18. I feel I am comfortable with my working environment.					
19. I feel my working environment reflects my organizational culture.					
Supervision					
20. When I have questions or concerns, my team leader is able to address them					
21. I am valued by them leader					
22. Team leader encourage me to do well in my work					
23. Overall, my team leader does a good job					
Employee Job Satisfaction					
24. I am aware of that the work I do is important for the company					
25. I am satisfied with my current job.					
26. I am interested with my current job.					
27. My job is respected by others.					
28. My job Does give a sense of achievement.					
29. I am eager to my job?					
30. My present job gives me responsibility.					
Turnover Intention					
31. I don't have any intention of quitting my job					
32. Often think about quitting my present job					
33. Will probably look for a new job next year					

Items	Strongly Disagree 1	Disagree 2	Neutral 3	Agree 4	Strongly Agree 5
34. As soon as possible, I will leave the organization					

1. What other factors not mentioned above contribute to employee turnover

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Part III: Strategies to reduce Turnover Intention at EFPC

5. In your view what should be done to reduce the workers' turnover models that are being experienced? Rank 1-4 as your understanding

Items	Rank
Increase Salaries of all workers	
Change the leadership styles in use to worker friendly styles	
Reduce the workload by employing more workers	
Provide training and development opportunities	

5. What are the appropriate measures/ strategies the EFPC can put in Place to minimize high turnover?.....

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