

ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
SCHOOL OF COMMERCE



**THE EFFECT OF SELECTED HUMAN RESOURCE MANAGEMENT PRACTICE ON
EMPLOYEE TURNOVER INTENTION IN CASE OF ABAY INSURANCE SHARE
COMPANY**

**A THESIS SUMMITTED ADDISABABA UNIVERSITY COLLEGE OF BUSINESS AND
ECONOMICS SCHOOL OF COMMERCE IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE MASTER'S DEGREE IN HUMAN RESOURCE
MANAGEMENT**

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ADDIS ABABA ETHIOPIA

DECLARATION

I, Endinew Aragia master's student in HRM declared that the thesis entitled "the effect of HRM practice on employee turnover intention in the case of Abay insurance share company" this is my own original research work that are not been submitted by other university for any other requirement in any form and All cited document have been acknowledged dually.

Declared by: - Endinew Aragia **Date:**-_____

Signature: - _____ **place:** - Addis Ababa

STATEMENT OF CERTIFICATE

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I would like to say thanks to God almighty who has brought me this far, and giving me strength and understanding that has helped me in this thesis First of all, my As a matter of first importance, my most profound and sincere thanks to my advisor, doctor wubshet bekalu, for his incredible ideas, direction, support, and advice, which helped me in shaping my research. To be sure, I especially like his mindfulness that motivated me to hardly to work toward arriving at greatness in my studies and finishing this thesis. also I might want to thank and offer my thanks in Abay insurance s.c and all employees who work it, my friends who supported me with finishing my master thesis effectively and successfully, that is Most of all, thank you for continually being there to show your help and inspiration for continually being around to make me happy. Sure the data gathering was achievement Finally, I thank everyone individuals who contributed in my study and prepared the data I needed to finish my research effectively and successfully.

ABSTRACT

The purpose of this study was to observe and examine the practice HRM and its effect on employee turnover intention in Abay insurance share company in head office and its entire branch in Addis Ababa. HRM can be describe as a key, incorporated and intelligible way to deal with the business, advancement and prosperity of individuals working in organization. Employee's turnover intention is a difficult and serious problem that is challenged by all organizations around the world. The study employed the quantitative and qualitative research design methods science the number the study population was manageable, the census method has been employed in the study and the entire population was the subject of study over all of 156 employees from Abay insurance share company responded to the survey. The survey questionnaire had 24 items covering selected HRM practice and employee turnover intention. And by using of survey, oral interview with few staff, document review were used. Descriptive analysis and inferential statistics were employed in the analysis by Statistical Package for the Social Sciences software (SPSS-) version 20 inferential statistics such as regression analysis. The main finding indicate the finding shows that, turnover intention is mostly that negatively influenced or affected by compensation & reward, training & development and performance appraisal. This research has originate of significant relationship among practice of HRM which is training and career development, performance appraisal, compensation and reward with employees turn over intention.

Recommendations is forwarded based on the findings is that If Abay insurance is needs to decrease its worker intention to out higher levels, it needs to stress more on effective training and career development, performance appraisal, reward and compensation and employee relation with in its entire respectively by provide suitable work environment and encouragement of employees to create and sustain their internal relationship to be better, enhancement of group building exercises.

Key words; HRM, turnover intention, performance appraisal, employee relation, training and career development and compensation and reward

ACRONYMS

CR = Compensation and reward

ER= employee relation

HR= human resource

HRM = human resource management

PA= performance appraisal

SDV=standard deviation

SPSS= software package for social science

TCD= training and career development

TI= turnover intention

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CHAPTER ONE

1.1 Back ground of the study

HRM can be describe as a key, incorporated and intelligible way to deal with the business, advancement and prosperity of individuals working in organization. It has also a strong abstract basis drawn from the behavioral sciences and from strategic management, human capital and industrial relations theories. HR in organizational context includes all the resources (knowledge, skills, abilities, creativity, etc.) of all man powers, from rank and file to top management, who contribute the services to the attainment of the organizational objectives (Rao & Rao, 1990). Many organizations refer to HRM as involving “people practices” and they are a number of important besides HRM practices that should support the organization’s business strategy: analyzing work and designing jobs, recruitment and selection, placement, training and development, employee performance evaluation, rewarding employees (compensation), employee relation, promotion, and grievance procedure and pension or social security. An organization performs best when these practices are administered well. With successful HRM practices, employee and clients or customer will be more satisfied, and the organization will in tend be more inventive, have greater productivity, and develop a more favorable reputation in the community (Raymond A. Noe, 2011). Employees are one of the most essential resources or assets that, they give to its growing and achievement will make an organizations remain competitive in the market. Likewise, universities as training and research institutions xiv need to attract retain and develop their employees. Human resource management refers to the practices and policies required to hold out the individual aspects of management job by helping individual and organization reach their goals (Abraham, 2006). Pfeiffer (2005) expressed reliable developing talent sourcing; and devising means to stay employees are the base to advance competitive gain across industries. To remain sustainable in competition, it is significant for any organizations attract and retain skillful human resources. As described by in its Kacmar et. al, (2009) and Show et al, (2008) organizational effectiveness and employee morale are adversely affects by turnover of employee. An organization productivity and efficiency couldn't be acknowledged without workers commitment and support. Traditionally, HRM play fundamental role in impacting worker perspectives and conduct. (Huselid, 1995) argued that high performance work practices (such as promotion, labour-management participation teams) that

contribute to employee development should enhance employee retention and found these practices had a negative relationship with employee turnover. Becker and Gerhart, (1996) expressed that HR systems are path dependent, can be a unique source of competitive advantage and added that it is difficult to reproduce human resource management practices and policies. An appropriate organization of HRM Practice is essential in holding or retains employees in the company HR experts and line manager need to work near closely all key practices, for example, overseeing managing performance, organization of pay strategy, preparing, and worker relations are executed in a successful way. Workers are a significant asset in an organization as they emphatically add to the execution of authoritative goals and mission. The maintenance of such workers has been demonstrated to be important to the turn of events and the achievement of the association's objectives and destinations particularly in building upper hand over different associations in the period of expanded globalization (Armstrong, 2011). Yet Employee's turnover is getting one of the elements which influences the organizations productivity and efficiency and which is viewed as one of the difficult issues in business these days. Turnover of Employee is possibly inflated and may have negative consequences whether it is voluntarily, such as resignations or involuntarily as termination initiated by their employer. The possible adverse consequence of turnover to organization may be because of significant expense of recruiting, organizing, and getting new workers, efficiency misfortune during replacement search and holding, loss of superior workers or high-talented laborers, and interruption of social and structures of communication (Mobley, 1982). The human resource management (HRM) practices covered in this subject include the following. Thus focuses on training and career development; this are employees in the organization by which employees to improve their knowledge, skills and behaviour, performance appraisal; which presents the issues of finding means to develop organizational, team and individual performance. Reward and compensation; it can be financial or non-financial but altogether the objective is to motivate, attract and retain employees in organization. This refers that strategies and policies of rewarding and recognition for successful performance in reaching the determined goals in individual, team or as organization level (Armstrong 2010, 247). The last one is employee relations; organization is simply described as maintaining a healthy working relationship between management and employees.

1.2 Statement of the problem

According to Ajzen (1991), turnover intention can be used as a substitution for actual turnover since the theory of planned behavior that behavioral intention is a respectable forecaster of actual turnover. The effect of improper HRM can have significant influence on the company and it is the basic criteria for measuring the effectiveness of HRM practice in the organizations employee turnover mostly voluntarily leaving of worker. Turnover is an indication of big widespread issue that understands what make individuals accept to leave and mirrors once outlook or attitude towards the organization. Increased employees turnover are one of the most significant causes of declining and disruption of the organization's production process.

As research by Amare 2015 study on nib insurance share company supposed that, the significant factor for employees intention to leave are poor performance management system, training and development of staff, opportunity for progress, organizational leadership style , structure of paying and benefit packages of the company. Also a research bay by (Yohannes, 2014) indicated that unhappiness with paying structure, mishandling of management, biased reward, and promotion systems were some of issue of employee turnover. According to the same review, most insurance company agrees that staff mobility will be the biggest challenges of the insurance industry with an increasing rate. This will again create an environment of fierce competition in the industry in terms of providing better salary and benefit packages supported by other HRM. From theories and empirical evidences, the researcher had expected that the implementation of these four selected HRM practices would affect employees' turnover intention. It was therefore dwelling on that expectation that this research strived to investigate aimed at the effect of the four selected human resource management practice (training and career development, compensation and reward, performance appraisal and employee relation) on employee turnover intention on Abay insurance share company. Higher job turnover intention is leading to higher costs associated with recruitment, selection, job training and cost of training including supervisory time spent in formal training. So this higher employee's turnover intention is leads to including supervisory time spent on formal job training; result in higher costs related with recruiting new candidate, selection, job training and training costs for new comer. In this case, if employee turnover isn't overseen appropriately it would influence the organization productivity and efficiency (Abassi, and Hollman, 2000 as cited Zheng et al, 2010. So an organization has a duty to be smooth in understanding and governing their employee's turnover intention conditions. There are a few factors that influence employees intention to leave, among them are; new strategy, responsibility without adequate payment, disappointment of work, absence of successful HR practice, pay and related advantages, work pressing factor, training and development, company's leadership system, career plans and family factors (Cho & Guchait, 2009). HRM practices play a vital role in influencing employee attitude and behavior and it spend in refining service capacity through selection policies, training and career development practices, integrated performance appraisal, competitive rewards and compensation and empowering employees relation in decision making, which would provide sufficient support to

employees they can do their best to satisfy and to successfully carry out their tasks. Actual turnover of employee symbolizes an outflow of skills and may subsequently extremely/seriously hinder competitiveness, effectiveness and quality conveyance of the organization. The finding additionally showed the following impacts of turnover including loss of experienced and skillful employees, higher enrolment costs, and higher responsibility and higher workload because of leavers. In clearing up the circumstance, the respondents responded was on my organized questioners and one of Abay insurance management staff informal speech, said that at an and “leading part of workers leaved are, looking for better payment and they join different bank & other organization with comparable comparative position.” Contrary to this, few employees protest that the absence of noticeable career path, lacking consideration on rewarding and remunerating system, and performance systems that are highly inflexible to implement are some of the practices thus antagonistically and negatively influences the employee satisfied and waiting in the company.

So this study, pointed emerges from the need to oversee HRM practice all the more successfully and exploring and brings to the requirement to deliberately the effect of selected HRM practices on employee intention to leave at Abay insurance S.C.

1.3 Research question

This research was mainly focused on the following basic question

- What is the effect of HRM on employee turnover intention in Abay insurance share company?
- To what extent are employees intending to quit due to selected HRM practices?
- Is there any relationship between HRM and turnover intention in Abay insurance company?
- Which practice of HRM is highly significant affects employees’ intention to leave?

1.4 Objective of the study

1.4.1 General objective

The general objective of the research was to assess the effect of four selected HRM practice like, training and career development, performance appraisal, reward and compensation and turnover intention within Abay insurance share company.

1.4.2 Specific objective

- ✚ To investigate whether or not the selected HRM practices influence employee's turnover intention in Abay insurance share company.
- ✚ To assess the extent of HRM practice Abay insurance relates intention of employee turnover.
- ✚ To examine which practice of HRM highly affect workers intention to leave.

1.5 Significance of the study

Next to analyzing the relation of turnover intention of employee with selected HR practice based on the finding, conclusion and recommendation, this study give the company awareness about relation between turnover intention employee with company's HR practice. This will help to take action to reduce the negative consequence of employee's intention to outside and it helps to refining HR practice positively decreasing the job related workers turnover within the company. Additionally the findings of this research can grater input to HR experts that was plan and direct their HR works. Moreover, this thesis paper can be valuable and serve as a secondary source of file and document and stepping stone further investigation on related to the area and similar suggestion and others who wants benefited from the study as a whole.

1.6 scope of the study

In terms of sample the study will be limited on Abay insurance employees in Addis Ababa and its entire branch because most employees are located in these areas. The other main location of Abay insurance employee out of Addis Ababa employees and other cities and towns of the country are excluded due to difficulty in geographical strategic access and time constraint. despite the fact that, there are several HRM activities, for this case, this study's couldn't cover the whole lists of HRM practice due to factors like time constraints and it is very broad and wide to cover the entire aspect and process in one research paper. So, the research focuses and scoped by the four selected HRM practice like training and career development, compensation & reward, performance appraisal and employee relation of Abay insurance company. Those selected HR practice combined with fundamental and contemporary crucial to the present organization.

1.7 limitation of the study

This research was limited on four selected HRM practice and those effects on intention of employee's turnover in Abay insurance share company. Additionally this research was limited due to difficulty to cover the whole subject matter because of improper secondary data lack of time and monetary resource. Moreover, due to the broad concept of factors that affects employees turnover intention, the research is limited were significant contribution about understanding and implementing of a certain practice of HRM and its effects on the intention of employee turnover in Abay insurance share company.

1.8 Organization of the study

Generally the research was developed by five chapters. The first chapter deals with introduction part; problem statement, research question, study objective, operational definition, significant of the research, scope and delimitation of the study. The second chapter discusses, some previously conducted studies and literature related to the area. The third chapter also emphasized on research methodology. The fourth chapter deals with analysis and interpretation of the collected data and the last chapter was focused on summarize and conclusion reaches the major finding forwarded recommendation.

1.9 Definition of operation

HRM is the activity of organization effectively utilization of manpower and aspect of management that concern the coordination of all aspect of employment including hiring, training, compensating, motivating, disciplining and day today interaction as well as rewarding and appraising(Dessler 2003, 530)

Training is a learning process that aims to permanently improve the ability and behaviour of employee by enabling them to acquire new skill, knowledge and attitude for more efficient performance.

Career Development refers to establishments of program that designed to match an individual's need, ability and career goal with current and future opportunity in an organization. It focuses also essential for future responsibility and increasing long term orientation.

Performance appraisal is a proper program where employees are given a characterized assumption on what is generally anticipated in terms of performance from their managers and how they are relied upon to meet those assumptions or expectation.

Employee relation is maintaining solid working relation among the management and employee.

Turnover is the ends of employee members of the organization through voluntarily involuntarily leave.

Turnover intention is characterized the intended behind proposed flight or leaves in a categorization of withdrawal consciousness, and a go-between between appraisals that are related to the choice to leave and the real turnover in measure models of turnover a person from an company or organization(Story, 2001)).

CHAPTER TWO

LITERATURE REVIEW

Introduction

This part of research ideas is that different authors and researchers have advanced corresponding to workers turnover intention. This review is proposed to assist the analyst with seeing more the topic and will likewise assist the readers to inform themselves with employee turnover. The exact area covered here are ideas of representative turnover expectation, human asset the board rehearses and the impact of human asset the concept of the intention of employee's turnover.

The Theoretical Literature review

2.1 The concepts of HRM

HRM refers strategic and coherent technique to the management of an organization has most valued assets the people working there who individually and collectively add to the accomplishment of its objectives and also it refers to the practices and policies needed to carry out the people aspects of management job by helping people and organization reach their goals (Abraham, 2006). An organization's performance and productivity couldn't be appreciated without employees support and Human resource management refers to the practices and policies needed to carry out the people aspects of management job by helping people and organization reach their goals (Abraham, 2006). Pfeiffer (2005) expressed reliable developing talent sourcing; and devising means to stay employees are the base to advance competitive gain across industries. To remain sustainable in competition, it is significant for any organizations attract and retain skilful human resources. Since business environments are dynamic in its nature, retaining adopted employees becomes challenge. As described by in its Kacmar et. al, (2009) and Show et al, (2008) organizational effectiveness and employee morale are adversely affects by turnover of employee. An organization productivity and efficiency couldn't be acknowledged without workers commitment and support. Traditionally, HRM play fundamental role in impacting worker perspectives and conduct. (Huselid, 1995) argued that high performance work practices (such as promotion, labour-management participation teams) that contribute to employee

development should enhance employee retention and found these practices had a negative relationship with employee turnover. Becker and Gerhart, (1996) stated that human resource systems are path dependent, can be a unique source of competitive advantage and added that it is difficult to imitate human resource management practices and policies. Becker and Gerhart, (1996) expressed that human resource frameworks are way conditional, can be a one of a kind wellspring of upper hand and added that it is hard to mimic human asset the executives practices and arrangements. Four measurements are distinguished for estimating human resource the board rehearses from past investigations (e.g., Pfeffer, 1995). Narang (2013) characterizes HRM as the arranging, sorting out, coordinating, and controlling of the acquirement, improvement, pay, combination, support, and detachment of HR to the end that individual, authoritative, and social goals are cultivated. HRM the administration of work and individuals towards wanted finishes is a major action in any organization where people are utilized. HRM is an inescapable outcome of beginning and growing an association. Armstrong (2006) characterizes Human Resource Management (HRM) as a key and intelligent way to deal with the administration of an association's most esteemed resources - individuals working there who independently and on the whole adds to the accomplishment of the targets. HRM function performed in organizations that facilitate the most effective use of people (employees) to achieve individual and organizational goals and objectives. Terms used interchangeably with HRM include personnel management, HRM and employee development. The term HRM has relatively adopted in business organizations in place of personnel management and it can be defined as the management of activities undertaken by attract, develop, motivate, and maintain a high performing workforce within the organization” (Harvey Bowin, 1996, P.6). HRM refers to the policies and practices including HRP, job analysis, recruitment selection, orientation, compensation, performance appraisal, training development, and employee/labor relation (Dessler, 2007). Dessler (1991) had made no differentiation between personnel management and HRM and saw that latter as a modern expanded version of the traditional personnel met due to technological change in the work environment and shift in societal values. Torrington and Hall (1998) explained the difference between personnel management and HRM is considered as workforce cantered whereas HRM as resource cantered. There is no universal agreement on the meaning of HRM, and many definitions have been offered by different authors of HRM. Story (1995) considered HRM as an unmistakable way to deal with business the board which tries to acquire advantage

through the arrangement of an outstandingly committed and talented labor force utilizing a variety of strategies. Beer et al (1984) viewed HRM as involving all management decisions that affect the relationship between the organizations and employees. Poole (1990) stated that today's HRM could be described as broad and strategic involving all managerial personnel, valuing employees as important assets of organizations, and being proactive in its responsibilities. Moreover, today's human resource functions refer to those tasks and duties performed in both large and small organizations to coordinate HRs (Byars and Rue, 1991). Accordingly, these functions of HRM practices can be listed as follows: to ensure that the organization apply equal employment opportunities and other government obligations, to develop and implement a plan that meet personnel and job requirements, to recruit employees needed by organization in order to achieve its objectives, to select personnel in order to fill vacant positions within organizations, to provide orientation and training to employees, to design and implement performance appraisal system to evaluate employees performance, and to implement compensation systems for employees. It is well known that an organization enriched with motivated, talented, and competent HRs can achieve any kind of challenging goals even if it seems impossible success of HRM depend upon their capabilities in managing HRs (Budshwar and Debrah, 2001). The purpose of HRM is to improve the productive contributions of employer and provide competitive advantage to the organizations (Werther and Davis, 1996). The role of HRM practices start with appointing people by an organization. HRM refers to the policies and practices including HRP, Job analysis, recruitment and selection, orientation, compensation and rewards, performance appraisal, training and development, and labor relations (Dessler, 2007). According to John M. Ivancevich, "the HRM practices consists of activities including equal employment opportunity compliance, job analysis, HRP, recruitment and selection, motivation, orientation, performance evaluation and compensation, training and development, labor relations, safety, health and wellness." 7 Ivancevich said that the contribution of HRM make to organizational effectiveness are the following helping the organization reach its goal, employing the skills and abilities of the work force efficiently, providing the organization with well trained and well-motivated employees, increasing to the fullest of the employees job satisfaction, communicating HRM policies to all employees, and helping to maintain ethical policies and socially responsible behavior. Today, it would be very difficult to imagine any organization achieving and sustaining effectiveness without efficient HRM programs and activities. Today, it would be very difficult to

imagine any organization achieving and sustaining effectiveness without efficient HRM programs and activities. HRM includes all administration choices and practices that straightforwardly influence individuals who work for the organization. Hence, HRM practices ought to be vital to the association procedure (Barney, 1991).

2.2.1 Effect of employee turnover intention on organization

(Costen and Salazar, 2011) found the significant point of retention is to stop the lack of talented labors from leaving the organization as this could adversely affect benefit and results, maintenance furthermore alludes to the employees' interest to stay in a particular organization and the limit of this organization to keep up its staff in help Workers Turnover and turnover aims can essentially affect the everyday exercises of an organization. These effects can be both positive and negative in nature and can influence firm and individual targets of partners included. At the point when a worker leaves a company, other workers need cover by accomplishing that work more tasks and doing other duties and obligations abandoned. Over the long haul, this may lead employees to decrease their concern and along these lines, increment their turnover aim in the organization also (Help, 2013). In addition, the costs of employees' turnover are difficult to measurement, taking into consideration the effect on organization's culture, workers confidence and assurance, and social capital included. On the off chance that organizations can estimate their staff's turnover intention, they can decide the probability of their staffs leaving their organization. This supports them with figuring out where they can discover chance to decrease their whole turnover. To decrease intention of turnover, organization can offer key remuneration packages, mainly give emphasis to performance and tenancy. At the point when organization attempt to look at their turnover intention of employees to more readily plan to all the more promptly get ready them and limit labor turnover. Exactly when a business loses clerical employee, it loses capacities, abilities experience, influencing efficiency, productivity, and product and service quality.

2.2.2 Effect of employee turnover intention on workers/employees

According to (Churchill & Lacobucci, 2002), turnover intention will be dictated by employee's mental self- image, work and different jobs, just as the consistency of future connections within the organization. Turnover and turnover intention can have its own merit and demerit for the employees who adept it (Derik et.al 2013). (Moblely, 1982), have proposed that some potential

negatives and positives outcomes of employees' turnover. The negatives results of turnover can incorporate and interruption of current societal networks and culture and informal communities which are made and kept up over time, failure to adjust new organization culture and the approaching chance of losing secured job and pay day. While the positives results is incorporated career success, more significant rewards, better perform chances openings and so on.

2.3 Factors that influencing turnover intention of employee

Studies have indicates that turnover is somewhat potentially the most examined phenomena in organizational conduct or behavior (Price, 2001). The wide extent or rate of turnover studies is demonstrative of the importance and difficulty of the issue. The phenomenon invites interest due to its psychological and mental estimation, its organizational implication, and its economical aspect. As expressed by (Armstrong, 2006), more compensation, better prospect, greater security, greater chance to adopt skills and abilities, better working conditions, incapable to adapt up to job, poor interrelation with chief/group leader, poor relationships with partners, disturbing or harassing, individual (pregnancy, disease, moving away from region, and so on) can be the various potential reasons behind worker's intention to leave. Suitable organization of HRM practice is essential in holding or waiting employees in organizations. HR professionals and line managers have to work closely to ensure all key practices such as managing performance, organization of pay strategy, training, and employee relations are performed in a successful way.

2.4 Turnover and Turnover Intention

Turnover and turnover intention is different is in meaning. Turnover is the real acts that worker had left the organization and moved to other organization for new employment relations. And also it could refer a circumstance or condition whereby employees leave the organization voluntarily for different reasons and in this manner influencing the organization adversely or negatively in terms of costs and the capacity to provide the lowest vital services. Turnover intention can also conceptually be defined as a conscious willingness to leave the organization, which includes a thought or idea of leaving, the behavior of searching for new job for deciding to leave the job and it also mean the movement of employee within the organization ware as, turnover intention is behavioral that employees or workers thinking of leaving and intending of leaving and terminating current employment relationship, but has but has not decided to actually leave the current job (Price, 2001) At the same time, Chen, (2004) stated main difference

between employee turnover and turnover intention is the actual decision of leaving current job. Turnover intention of Employees is one of the serious problems and it has to pay attention by the human resources department (Samuel, M. 2009). According to Mobley (1979 also Turnover intention is the behavior of employees' intent to leave the current job.), but he stated turnover is the termination of a membership between an a person within company who was employed by the company. (Price, 2001), mention that turnover intention is the form of withdrawal of individual from an organization. Turnover intention also can be defined as conscious and willfulness to search for other opportunities of employments (Lashley, 2002). According to (Kuvaas, 2006) there have three signals show that the employees turnover intention. The signal is whether employee thinks of quit, searches for other employment opportunities and forms an intention to leave. (Lochhead & Stephens, 2004) also comment that intention to leave is employee have the thinking to leave or staying in the current employer organization. According to (Liu, 2012) there are 3 characteristics: voluntariness, Avoidability and functionality. Voluntary turnover is referring to those employees voluntary who move from the organization, for instance, resignation. Involuntary turnover is reference to those employees who are not initiated to move, such as, dismissal, retrenchment, and death. Were as Avoidability turnover mean to stop or prevent employees who are voluntary leaving from the organization. Turnover intention is an inclination among employees to quit their organization. Intention to withdraw has been found to be a predictor of actual turnover among employees (Narang, 2013) As defined by the scholars, turnover intention is an individual's probability estimated by their interest that they are going to leave permanently near the future from the organization. (Haines, V., Jalette, P., & Larose, K. (2010). In reality, turnover intention is the direct predictor of turnover behavior and shows a combination of attitudes related to withdrawal (Gul, Akbar, & Jan 2012). According to (Robbins, 2005) our affective reactions to the job can lead to intention that governs behavior. As per the review conducted by (Shahzad, Bashir,&Ramay, 2008), there is a direct relationship between the demand and supply or the availability and requirement tool put in place for workforce in any vocational system and the consideration of factors other than economic in movement of job. Another study by (Mobley et al. 1978) suggested that decline satisfaction of job leads to employee intention to stay within the organization. Furthermore, a variety of studies established between satisfaction of job and turnover intentions there is a strong inverse relationship

(Abraham, 2006). With an increase in level of satisfaction, turnover intentions drop significantly (Aguenza, 2012)

2.5 The relation between HRM practice and turnover intention

It is significant for HRM to conquest worker's turnover intention. Issues experienced might be in the area of contracting reduction pool of entry-level workers, individual differences, utilization of short-lived laborers, efficiency and competitiveness, retirement advantages, and abilities advancement (Kamp otter, 2014). As per (Onyije et al. 2015), how an organization deals with its HR as reflected by its HRM activities sets up the tone and states of settings of the employee-employer relationship. At the point when such relationship is viewed as that of a social trade where the standard of correspondence is principal, employees would be more disposed to take part in certain work outlooks and practices. In this way, HR practices can impact organizational execution however its impact on singular representative execution. Underneath, further conversation is produced using literatures perspective, HRM practice, and their connection with employee's turnover intention. Among the varieties of practices associated with human asset practice, the researcher has accumulated the possible features that may influence worker turnover intention in to four overwhelming components which will influence intention of employee turnover.

2.5.1 Training and Career Development

Training and development is defined as the process of ensuring that the organization has the knowledgeable, skilled and engaged workforce it needs. It involves facilitating the acquisition by individuals and teams of knowledge and skills through experience, learning events and programs provided by the organization, guidance and coaching provided by line managers and others, and self-directed learning activities carried out by individuals. Training which is the systematic application of formal processes to impart knowledge for acquiring the skills necessary for them to perform their jobs satisfactorily. Training and career development have directly affect employees intention within the organization. Career development is a framework which is coordinated and it's an arranged exertion of accomplishing a harmony between the profession needs of individual and the organization labor force necessity. The test for the HR experts is to create and recognize the career development methodologies and train them which would improve

the responsibility of worker and the person would feel that they are being given significance. This will assist organization with holding or retaining its employee and they will be more roused to try sincerely and energetically which will assist the organization with accomplishing their objectives adequately and proficiently. Training and Career Development It is characterized as the interaction that the employee go through to get the right skill, capacity, and knowledge that is identified with the work that is needed by the organization. Chompookum, 2014) says that training shows critical relationship with turnover. Trained employee become more attractive and thusly may leave the organization at the principal case, contemporary investigations have exhibited that preparation and improvement influence work perspectives. Likewise, when the preparation and improvement needs of representatives and managers are met, the almost certain workers will remain in their associations.

According to Khan (2012), training involves providing the employees the knowledge and skills needed to a particular current job or task while development is preparing employees for future work responsibilities, increasing capacities and help them to perform their current job. Hence, a competitive success of an organization is achieved through the skills and potentials of the people that they possess (Leimbach et al., 1998). Training will improve the employees' performance and productivity. Apart from recruiting, selecting, orienting and placing employees in jobs do not ensure success. In most cases, there may be gap between employee knowledge and skill and what the job demands that could be filled through training programs (Abdullah, 2009). Training can be given internally and externally. Internally, could be on-the-job at the work station and off-the job through lecture and demonstration, while externally, by universities and colleges to develop depth expertise (Gomez-Mejia, 2007).

2.5.2 Performance appraisal

As per Onyije, (2015) performance evaluation is a proper program where worker are given a characterized assumption on what is generally anticipated as far as execution from their managers and how they are required to meet those expectation. In the meantime (Armstrong, 2011) says that exhibition performance appraisal comprise of the cycles of setting application, principles, illuminating and dealing with the events identified with employees performance. It contains performance review with the administrator and the specialist, topping off of execution examination structures, and other paper attempts to assess laborer's performance. Performance evaluations are utilized to help HR decisions and it likewise incorporates advancements, terminations, preparing, and merit pay increment (Onyije, 2015). Appraisal framework can fill in as instrument for estimation and controlling. However, there are contemplates discovered that appraisal would become upsetting when the respondents and evaluators don't worried of the significance and confounding the message brings about the result of evaluation (Murphy, 2015). Other than that, seeing of the reasonableness on the appraisal practice could impact the worker fulfillment and satisfaction and brought about the positive relation between the organization and its worker (Sudin, 2011). Performance appraisal can be utilized to recognize strong point and shortcomings it very well may be to account for advancement of employee and help with setting destinations and improve the performance of worker. This may assist with getting feedbacks, recognize poor performance showing, and help to improve it in the more extended run (Kampkötter, 2014). one the main applications for performance evaluation is the performance related compensation (PRP) framework, which are largely used to set the aims for workers with agreement and friendship to the organizations and to inspire and remunerate or rewarded employee. Performance management can specialize in the performance of a corporation, a department, employee, or maybe the processes to create a product or service, also as many other areas. It is acknowledged that a scarcity of performance appraisal can have adverse effect on employees' motivation and contribute to employees' turnover intentions (Laura, 1996; Abdullah et al., 2011). An example is that the research by the National University of Malaysia in 2004, with regard to performance appraisal and employee's perception and intention to go away . It was revealed that whenever performance appraisal is perceived by employees' to possess

organization political motives, this affect their job satisfaction and susceptible to turnover intentions (June, 2004; Abdullah et al., 2011).

2.5.3 Compensation and reward

Pay packages are not quite the same as company to company. By and large, workers consistently have high expectations on the remunerations packages offered by the organization they are enlisted or recruited. Hence, it is predictable that an attractive pay and rewards package help to hold or stay estimated employees (Mohammad and Daisy, 2015). It fulfills the monetary and material longings of employee just as giving a mean of expanding societal statues and strength in the company (Murphy, 2015). Cutthroat remuneration and benefit bundles package can highly commitment worker with respect to the company, and can subsequently fabricate a solid complementary responsibility with respect to laborers. Nonetheless, to the degree that it adds to maintenance, serious remuneration is likewise liable to influence both wanted and unwanted turnover: it will support with waiting laborers, independent of the nature of their commitment to the organization. (Lochhead and Stephens, 2004). While there is general arrangement about the significance of serious pay for worker care, there is likewise a developing agreement that growing compromise, or even liberal pay won't without any help ensure that an organization will actually want to keep its most important workers (Lochhead and Stephens, 2004). The regular importance of remuneration is something which offered by the company to the employee related to their practices and commitments which are held up by the workers (Agarwal, 1998). The measure of pay, benefits, or reciprocals worker got in kind for activity which employees concentrate to the organization. Tracking down the appropriate mix of unmistakable and theoretical awards to enough retain your labor is a hard obligation (Murphy, 2015), so reward or remuneration can be essential or outward, it very well may be in type of money or benefit can be in type of acknowledgment/surprise, for instance, respect certification or best worker of the week or the month, etc. In business world, organizations can offer compensations from various perspectives e.g., announcement, cash rewards, awards, free outings and free stocks and so on Be that as it may, reward is anything which offers by the company in any capacity reacting of worker's appearance, to support the person in request for doing incredible with positive conduct later on. An exploration concentrate by (Shahzad et al, 2008) uncovered a positive relationship of

remuneration practices with the exhibition of university and college educators in Pakistan. This is significant particularly while countering the other factor of turnover intention over the long way. Employees want a pay framework that they see as being reasonable and equivalent with their experiences, knowledge, abilities, and skills.

2.5.4 Employee relation

Worker relations in an organization are just showed as keeping a sound working connection among the administration and employee. This will contribute and support an acceptable usefulness, inspiration and high confidence workplace that improve work fulfillment for the worker and meet objectives of the organization. Working environment employer employee relationship will be the business subjects into the twentieth century mainly with the developing consideration regarding workers' rights. The values generated in employee relation is measured not just in terms of productivity, as well as upgrading consumer loyalty, maintenance, productivity and long period partner esteem (Churchill, 2002). (Kuvaas, 2006) stress that there is a critical connection between worker relations and turnover intention of employee which demonstrates the positive employee employer association that can contrarily affect workers intention to leave. (Chappelle, 2001) states that "loyalty to the organization is a thing of the past, but that loyalty to one's colleagues acts as an effective. When an employee chooses to leave the company, this additionally implies that loss of an informal community or social network of a. Some analysis recommends that social contacts among colleagues and departments are a significant factor for holding or retaining ability. The organization can add to the making of a positive social environment by energizing relationship and common participation among management and employees through clear communiqué or correspondence among the management and workers (Robbins. 2005).

2.6 Turnover Intention

The arising of various companies in the country and the interrelated growth in the necessity of skilled labor force inspires for rivalry of organizations to recruit and keep up the best employees. Subsequently staffs turnover gets one of the significant human resource concerns or problem of most organizations. Different scholars have defined staffs turnover in the following manner. Thwala et al. (2012) characterized Turnover as the "individual development across the enrollment or membership limit of an organization". In opposition to real turnover, turnover

intention isn't unambiguous. Aims are an declaration about a particular conduct of interest. Sousa-Poza and Hansberger (2002) likewise characterized Turnover intention is as the impression of the possibility or likelihood that an individual will change their work inside a specific time-frame and is a quick forerunner to actual turnover. Intention of Turnover catches the person's insight and assessment of employment options (Mobley et al., 1999). Further investigations have tracked down a blended outcome in the connection between HRM practices and workers' turnover intention. Allen et al. (2003) For example noticed that with two examples involving retail chain sales reps and protection specialists, individually, analyzed the job of steady HR rehearses (investment in dynamic, reasonableness of remunerations, and development openings) in clarifying turnover aim. Utilizing primary condition displaying, they traced down that HR rehearses or practice were adversely associated with voluntarily turnover in the two samples of workers. In a similar streak, Paré and Tremblay (2007) exhibit that high-contribution those practice of HR were discovered to be huge determinants of intention of turnover.

Empirical study

(Kamp otter, 2014) expressed occupation satisfaction as an arbiter to turnover intention because of the pay. Others, as demonstrated in this section explicitly, state distinctive HRM rehearses as the central point for employees' turnover intention, while some others specialists state remuneration practices as the main consideration for intention employees turnover. The researcher tried to summarize the few empirical studies that are related to HRM practices and employee turnover intention.

Several researches suggests that human resource practices as having an additive effect on organizational performance (Gerhart and Milkovich, 1990; Becker and Gerhart, 1996) while other researches examines the joint effects of human resource practices on organizational performance (Dunnette and Hough, 1996). (Allen et al. 2003) argued that organizational practices that signal development opportunities and investment on employees should reduce employee turnover noted that in the recent past there has been a remarkable development in human resource management research on developed countries but little has been written about developing nations. Chipunza (2009)) stated that smaller organizations will have little capacity to specialize in human resource practices and policies when compared to large organization. (Ton

and Hackman, 2008) stated that high-performance human resource practices invest in improving service capacity through selection policies, training practices, integrated performance appraisal, competitive rewards and empowering employees in decision making, which might provide sufficient support to employees in order that they will do their best to satisfy customers and to successfully perform their tasks. (Kampkötter et al.2014) found that there is little research examining the impact of HRM practices on organizational performance in the insurance industry Most of the employees are having low turnover intention while they are in training, but turnover intention increases after they have been trained (Haines et al., 2010). However, from the study by (Kim, 2012), it shows that there is a significant negative relationship between employee training and development with the turnover intention in the State government Information technology sector in United States. The reason is that training and development is able to increase the employee's job satisfaction and this may lead to lower turnover intention among the employees. All the above means researchers, acknowledged how employees' turnover is effective and therefore the critical importance of studying well the explanations for workers turnover intention to beat the particular turnover by selecting different HR practices as independent variables to employee turnover intention or the dependent variable, which also were highlighted well in the literature review part of this study. The empirical review demonstrates in that, researches on what influence turnover intention have been conducted by several researchers following the initial work of March and Simon's (1958), In their research they found two main factors that determine an employee's loyalty, that is perceived desirability of movement and perceived ease of leaving an organization. Both factors independently operate to influence an employee's motivation to stay or leave an organization. Turnover intention is an important matter for organizations because turnover is very expensive in terms of terms of the economic impact, time, money and other resources especially when vital and knowledgeable employees leave the organization. To reduce these possible problems, forward thinking organizations must endeavor to create a helpful organizational climate through variety of human resource management leaderships to affect the turnover intention of valuable employees.

So based on this empirical view this research is accompanied empirically through a qualitative and quantitative ways of research. All employees of Abay insurance company from low level to top level filled the questionnaire to discover the actual HRM practices. The questionnaire for all employees will distributed to provide information about the administration and the execution of

human resource practices in the organization. Interviews and observation be also conducted to get reliable data. In contrast, it had been necessary to look at whether the workers a knowledge those activities and practices and if they were satisfied with them. The main aim of this study is to search for the problems and challenges in the management of human resources that affect employees turnover intention followed with possible solutions and improvement suggestions for the organization. Various studies investigated about the impact of HRM rehearses on the intention of workers turnover have been directed throughout the long term. The HRM rehearses that the organization is seeking after are expressed in a considerable lot of these various investigations as one of the central point for employees“ turnover intention. Some uncovered that other than decency and development openings as occupation fulfillment for workforces, remuneration and rewards was likewise referred to as a significant rule for work fulfillment and negative turnover intention.

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

2.7 Conceptual frame work

In this section the researcher developed analytical conceptual framework that shows the practices of HRM; (training & career development, performance appraisal, compensation & reward and employee relation) that effect on employee turnover intention. The model served as a guideline designing data collection tools, analysis and presentation of findings.

Accordingly, this thesis study was formed and arranged with a view that the independent variables that of Training and career Development, Performance Appraisal structure, Compensation and Reward and Employee Relation and the dependent variable of employees turnover intention with in Abay insurance share company.

Independent variable

HRM practice

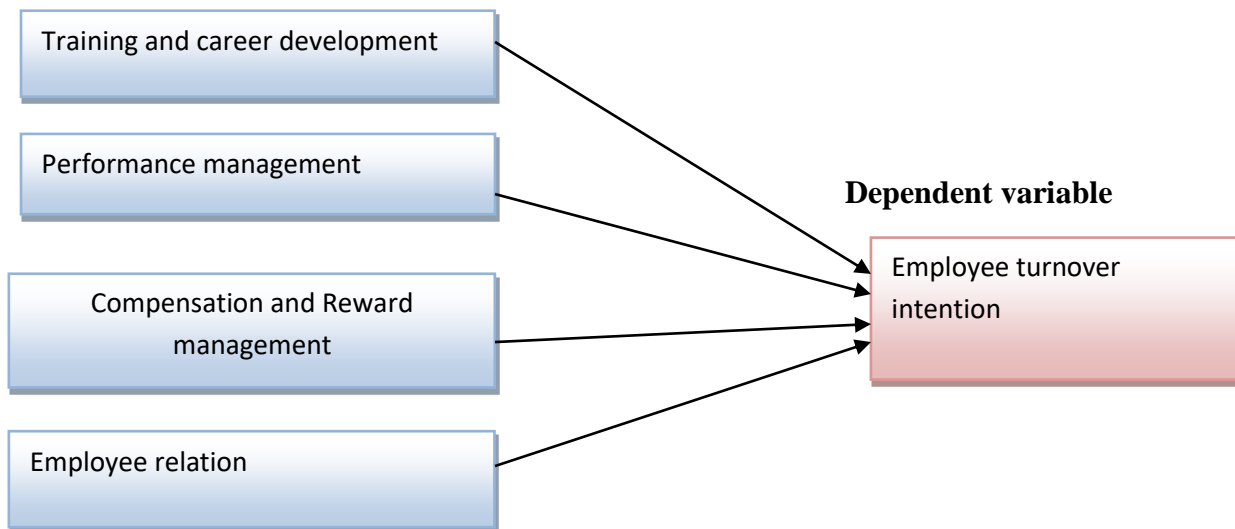


Figure 1 Conceptual frame work

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.1 Description of the study

In our country the total number of insurance company working in the Ethiopia are 17 from which 16 are privately owned. Abay Insurance Share Company is one of private owed organization which was established in July 2010 with paid up capital of 1.4 million as at June 30, 2017. Abay insurance share company at this time has the number of employees has reached 217 as at March 2020 in response to the company's nationwide penetration and its commitment towards excellent service. Out of the total employees, about 16% are second degree holders, 60.9% are first degree holders, 19.9% are diploma holders, and the rest 11.9% are high school/certificate completed. Abay Insurance S.C. recognizes professionally skilled and well-motivated employees as its vital organizational asset. Abay insurance has 25 branches on which 14 are located in Addis Ababa the rest across the country. The company has register a gross written premium of birr 2.1 million this show a growth rate 2% from the previous year (2016/17) and 81.5% achievement against the target. The company gives different kind of insurance service life insurance as well as non-life insurance service. The company believes that employees are its key strategic resources and hence has a strong believes in staff training and development in addition to that it believe in carrier development and promotion. Abay Insurance Share Company envision to provide diversified insurance service tailored to meet the ever changing risk exposure facing the pubic by using ethical professional and technological enabler in innovative and cost effective way and its vision is to be the most preferred and iconic insurance company in Africa. The core values are continuous learning and improvement Research and Development, innovation and critics are valuable for its vision achievement, quality and ethical, professionalism are part of its day to day activities, social responsibility, transparency, and accountability are the basis for its sustainable growth, employees are its non-replaceable strategic resources.

3.3 Research Design

The design of the research the mix of descriptive, inferential and correlational analysis utilized or used. In this research as the analyst tries to distinguish the effect of independent variable which is human resource management practice on dependent variable of turnover intention. Questionnaire was created by via 5-point Likert Scale, where 5 is strongly agree that is higher Degree of agreement & 1 is strongly disagree that of slightest agreement. Respondents was asked to rate their answers to preset questions as a result. using descriptive research method it is easy to use different types of information and helpful in grouping, examining and investigating the existing realities and the factors just as joining human experience which empowered the researcher to look the study different angles and can give greater outline about the topic (Cohen, Anion and Morrison, 2005). using descriptive research method it is easy to use different types of information and helpful in grouping, examining and investigating the existing realities and the factors just as joining human experience which empowered the researcher to look the study different angles and can give greater outline about the topic (Cohen, Anion and Morrison, 2005). Additionally Correlation analysis was likewise done to see the connection between dependent and independent variables. And also, regression analysis was used to recognize the impact of chosen HRM activity on the organizational employee's intention to leave. The design of the study was established in primary and secondary information that utilized both subjective and quantitative kinds of data tested tried and summarized up to make significant and meaningful inference.

3.4 Research approach

Research approach is the general framework for the research that links, knowledge claims, strategies of enquiry and specific methods. The study implicitly reflects the researcher attitude that of how knowledge is constructed and also commands what method was being employed in the research. So a research can be undertaken and study was follows by adopting both quantitative & qualitative. The main characteristic of quantitative study is its objectivity, whilst qualitative study is attitudinal. These approaches are different in terms of their philosophical assumptions as well as techniques used in data collection, analysis and interpretation (Creswell, 2009). The aims of this study were being to evaluate the influence of HR practices on turnover intention in Abay insurance share company.

The design of the research the mix of descriptive, inferential and correlational analysis utilized or used. In this research as the analyst tries to distinguish the effect of independent variable which is human resource management practice on dependent variable of turnover intention. Questionnaire was created by via 5-point Likert Scale, where 5 is strongly agree that is higher Degree of agreement & 1 is strongly disagree that of slightest agreement. Respondents was asked to rate their answers to preset questions as a result. using descriptive research method it is easy to use different types of information and helpful in grouping, examining and investigating the existing realities and the factors just as joining human experience which empowered the researcher to look the study different angles and can give greater outline about the topic (Cohen, Anion and Morrison, 2005). using descriptive research method it is easy to use different types of information and helpful in grouping, examining and investigating the existing realities and the factors just as joining human experience which empowered the researcher to look the study different angles and can give greater outline about the topic (Cohen, Anion and Morrison, 2005). Additionally Correlation analysis was likewise done to see the connection between dependent and independent variables. And also, regression analysis was used to recognize the impact of chosen HRM activity on the organizational employee's intention to leave. The design of the study was established in primary and secondary information that utilized both subjective and quantitative kinds of data tested tried and summarized up to make significant and meaningful inference.

3.5 Population and Sample Size of the Study

In this research the researchers included all Abay insurance company employees found in head office and its entire branch all over Addis Ababa by distributed questioners. The sample size of this study was involved all respondents who are working for Abay insurance S.C in Addis Ababa currently the total numbers of employees in Abay insurance has 160 staff employee so the study population of this work was including all employees who they are working in Abay insurance s.c.in Addis Ababa by using censes method because of censes method is the number of respondents are small and including all of them in my research.

3.3 Sources of data collection

To address the research objectives both primary and secondary source of data was utilized. To organize the primary data, was gathered from Abay insurance s.c staff members use adapted questioners by using closed ended questionnaires and interview question with the few management staff. Whereas, secondary data are obtained by investigation of related document with the aim of understand the topic, different published documents reviewed by the researcher i.e. website, annual and quarterly report of the company.

3.4 Types of data collection tools

The types and methods of data collection are both Primary and Secondary data collection procedure in Abay insurance s.c study was utilize. Primary data Collection was obtained by Structured Questionnaires (Close ended questionnaires will distributed to all staff members of the company using five Liker's rating scale to respond accordingly) and interview to the management staff and Secondary data collection also sourced from reading literature and analyse the situation to set the study in the context of Abay insurance s.c. Like; books, journals, Abay insurance HR manual, annual reports, and periodic reports of the company.

3.5 validity and reliability

The data collection tools was all of respondents of population from to ensure that the questions was accurate and clear in line with each objective of the study thus ensuring validity and reliability.

Validity

Validity is the accuracy and meaningfulness of inferences, which are based on research results. It is the degree to which results obtained from the analysis of the data actually represents the phenomenon understudy. Therefore validity looks at how accurately represented are the variables of the study (Mugenda, Mugenda 2003). The study were adopt content validity which is the degree to which data collected using particular instruments represents a specific domain of

indicators or content of a particular concept. To ensure content validity of instruments the researcher was develop the instruments with all the items that measure variables of the research. To declare the validity of the instrument, the questionnaires used in this study were adapted from previous researchers. Further, the validity of the instrument will tested by first doing face validity with few co-workers, then 11 questionnaires was distributed for trial testing which helped the examiner to check on the gaps and adjust the questionnaire accordingly then acceptability was also gained after it is checked by specialists in the arena and were also refer the supervisor for proper guidance after which the researcher were pre-test the instruments and after pre-testing ambiguous questions was been removed or cleaned to stay with the best information required.

Reliability

According to Mugenda and Mugenda (2003), Reliability states to the measure how much and which research instruments yields predictable outcomes after repeated trials. In testing the reliability of instruments, the study were adopt the test-retest method which will involve administering the same instruments twice to the same group of subjects and this were be done by selecting an appropriate of respondents, the researcher was then administer instruments to respondents and then re administer the same instruments to another group after a week and the outcome of the two periods were be correlated to obtain the coefficient of reliability. Reliability of the instrument was also tested to check on its internal consistency using Cronbach alpha result for all four categories of the questionnaire. To confirm both the adapted and adopted instrument is perceived and not by the respondent reliability test was test were directed or conducted. A total of 160 questionnaires were distributed to the respondents among them 156 data returned and those instruments were coded and a Cronbach's Coefficient Alpha test was employed by SPSS version 20 Thus SPSS output summarized Table. According to Bryman and Bell (2003) the Cronbach's alpha result of 0.7 and above implies acceptable level of internal reliability.

Table 1 Reliability statistic

Variable	Cronbach's Alpha if Item Deleted
Training and career development	.827
Performance appraisal	.830
Compensation and reward	.845
Employee relations	.834
Intention to leave	.831
Total	0.833

Source: survey generates from SPSS data, 2021

As presented in the above table, the reliability of the scale was determined by Cronbach's alpha method. Therefore, the minimum value of the Cronbach's alpha value is 0.827 and The maximum value 0.845. This implies that the questionnaires of the study were consistent; reliable and the result is acceptable level of internal reliability consistent is 0.833 it almost acceptable Agreeing with Bryman and Bell (2003).

3.6 Ethical consideration

Ethical clearance was obtained from Addis Ababa University, College of business and economics commerce campus in order to obtain permission to proceed with data collection, the official letter& research was brought to Abay insurance S.C administration. Ethics refers to any set of rules or guidelines or human direction on the part of the researcher that directs the appropriate treatment of people participating in the research (Best and Kahn, 1999). In planning a research project involving human participants, it is important to consider the ethical guidelines designed to protect the participants. Based to the ethical problems the next efforts were made;

- I informed the participants about my interests and the process of data gathering. I was tried to treat them with respect.

- I was promise that every care should be taken to ensure that none of the information collected would because of difficulties for any one or harm them.
- I also was tried my best to ensure that they felt as ease and believed that no physical or psychological harm would come to any one as a result of participating in the study and clearly explained to them.

Therefore, I claim that ethical issues, which should be addressed, were properly handled in this research.

3.7 Methods of data analysis

Analysis of data is a process of editing, cleaning, transforming, and modelling data with the goal of highlighting useful information, suggestion, conclusions, and supporting decision making (Adler, 2008). So the researcher analysis data by using both qualitative and quantitative methods of data analysis. Quantitative data gathered from questionnaire; was summarized and analysed by using descriptive statistics the necessary analytical devise or version, such as standard deviation and percentage verify the facts associated with human resource practices in Abay insurance share company by using SPSS version 20. Then the data was described by using sorted out through applicable tables for more clarification and the data was coded using scientific statistical data analysis software such as Statistical Package for social science SPSS version20. Also Qualitative Data Analysis gained from interview, and document review was analysed contextually as per the research basic question and gathered through qualitative data tools discussion under major thematic area, after the necessary pre-analysis tasks such as recording, transcribing and coding was made.

CHAPTER FOUR

4. Data presentation, analysis and interpretation

In this Section, the outcome of the study is reported and it contains the general back ground of respondent, mean and standard deviation correlational analysis of variable and the regression outcome test. The data that collected from the respondents were analyzed quantitatively via SPSS version 20. The main findings are interpreted and presented by considering questions and objectives of the research.

4.1 Demographic characteristics of respondents

A total of 160 questionnaires were distributed to Abay insurance employees that work in Addis Ababa. Out of the distributed six hundred questionnaires, 156 were returned back and 4 were not returned with response rate of 96%. Even if all 156 questioners were returned 15 were partly or wrongly completed this makes the questionnaires included in the study 89% of the total distribution. As indicated by Zikmund, (2009), the rat of the response is acceptable if it is 50% and adequately for the reporting analysis. Therefore, the response rates of the study are 89% so this indicates that the acceptable rate is higher according to Zikmund, (2009). Information related to the demographic variables of respondents is displayed as follows;

Table 2 demographic response of the respondent

Back ground of the Respondent		Frequency	Present distribution of the respondents
Gender	Male	88	56.4%
	Female	68	43.6%
	Total	156	100%
age	20- 30	72	46.2%
	31-40	52	33.3%
	41-50	26	16.7%
	51-60	6	3.8%
	Total	156	100%
Marital status	Married	79	50.6%
	Unmarried	77	49.4%
	Total	156	100%
Level of Educational	12th	4	2.6%
	Certificate	1	0.6%
	Diploma	31	19.9%
	Degree	98	62.8%
	Masters	22	14.1%
	Total	156	100%
Salary Range on Monthly	Below 5000	55	35.3%
	5000-10000	54	34.6%
	10000-15000	25	16.0%
	Above 15000	22	14.1%
	Total	156	100%
Work experience	less than 1 years	27	17.3%
	1-4 years	68	43.6%
	5-9 years	45	28.8%
	More than 9 years	16	10.3%
	Total	156	100%

Source; survey data 2021

When Summarizes the demographic information of the respondents.

A total number of 154 respondents which was the entire sample completed the questionnaire. Out of the 154 respondents, 88 or 56.4% were male while the rest 68 or 43.6% were female this shows the samples taken represented male and female is relatively distributed on a fairly basis. From the total respondents, 72 (46.2%) are age between 20-30, 56 (33.3%) of the respondents are ages between 31-40, 25 (16.7%) are age between 41-50, the rest of the respondent 6 (3.8%) are ages between 50-60. The above table showed that the greater part of the employees are the youngest age group in the company for instance between the ages of 20-30 are the dominant one.

In terms of educational background, out of the total respondents that 95 of respondents which 60.9% of respondents have first degree and 31 which cover 19.9% have diploma, 25 of respondents which are 16.0% have second degree or masters and the last and lowest present are 12th compilation and certificate of respondents which cover 4(2.6%) and 1 (0.6%) respectively. This indicates that the majority of the organization's staff or employees are degree holders because the company adopted a recruitment policy of young fresh graduate and a minimum of bachelor degree is required to join the workforce of Abay insurance company.

From the above table we can observe that 55(35.7%) of the respondent's income per month is below Br 5000, 54 (34.6%) respondents earn a monthly salary of birr 5000 – 10,000, 25 of (16.0%) Respondents getting a salary of birr 10,000-15,000 and finally 22(14.1%) respondents earn more than 15,000 per month. By implication employees were less paid even as compared to the minimum salary level set by the company and lower scale and at insurance paid level. So the existence of high turnover which in term dissatisfaction on the reward management practice and invers employee retention and motivation

The study attempted to establish the working experience of respondents. Each respondent was requested to indicate their level of work experience. There were five options provided for participants. The result illustrated that the majority of respondents have work experience in the organization between 1-4 years, 68 of which occupy 43.6% of the percentage of total participation, followed by the participants who have work experience between 4-9 years, 45 of respondents which cover 28.8% and the employees who have work experience more than 9 years are 10 which cover 10.3%. It is interesting to note that the lowest

numbers participants are employees who have experienced more than 9 years, of the total participation rate.

4.2 Descriptive statistics analysis of the study variable

Descriptive analysis was summarized responses of the respondent for distributed questionnaires and investigated the extent of employees 'opinions and feelings about the effect of selected HRM practices on employees 'turnover intention based on the responses of research participants for distributed data collection questionnaires.

This section represents the respondent's perception on the independent and dependent variables. Research participants were asked to indicate the extent to which they agreed and disagree to statements relating to the variables under the study of five-point Likert scale (5= strongly agree to 1= strongly disagree) The researcher compared the mean and standard deviation score of each variable against settled standard by According to Zaidaton & Bagheri (2009, cites as Eyuel, 2017) the mean score less 3.39 was considered as low, the mean score from 3.40 up to 3.79 was considered as moderate and mean score above 3.80 was considers as exclusive requirement deviation was utilized to show the variety or "scattering" from the "normal" (mean). Below which show the respondents and the insights outlined below utilizing inferential measurements in the below presented table.

Table 3 Mean and standard deviation of the respondents towards of TR & DV

Training and career development	N	Mean	Std. Deviation
1. I'm satisfied with quality and quantity of T & CD	156	2.54	1.006
2. The company has provide me sufficient training to improve my capacity	156	2.33	.939
3. I'm satisfied with the T&D program given by Abay insurance	156	2.50	1.013
4. I'm given opportunity to improve my skill in Abay insurance	156	3.30	1.292
5. Available training is match my job	156	3.46	1.257
Average of mean and SDV	156	2.826	1.101

Source; survey generated from 2021

From table result we can interpret that; I'm satisfied with quality and quantity of T & CD (mean=2.54, SDV=1.006), the company has provide me sufficient training to improve my capacity (mean=2.33, SDV=0.939), I'm satisfied with the T&D program given by Abay insurance (Mean=2.50, SDV=1.013), I'm given opportunity to improve my skill in Abay insurance (Mean=3.30, SDV=1.292), Available training is match my job (Mean=3.46, SDV=1.257) from the above table the researcher generalize, the average Mean and SDV (Mean=**2.826** and SDV=**1.101**) score of five Likert scale items focusing on training and development human resource management practice implementation items were less than 3.39 or low category when compared with standard mean score and standard deviation of respondents for research question items which was described as there was no significant variation among responses (Eyuel, 2017). Therefore, the aggregate result shows, the employees are a high dissatisfied with training and development program and the respondents have negative response towards training and career development. The standard deviation for this factor showed >1 indicating the scores deviation from the mean is high. Accordingly, the findings on training and career development showed that majority of the respondents are not pleased with the organizations training and career development So that there is a strong relationship between the

independent variables (training and career development) and the dependent variable of employee turnover intention.

Table 4 Mean and SDV of respondent on performance appraisal

Performance appraisal	N	Mean	Std. deviation
1. Employees are aware of the implementation of the actual performance appraisal.	156	2.49	.980
2. There is a well-designed performance appraisal system in company.	156	2.38	.959
3. Immediate supervisors evaluate employees' performance in Abay insurance.	156	2.52	1.025
4. Performance appraisal takes place.	156	3.09	1.292
Average of Mean and SDV	156	2.62	1.064

Source; survey data 2021

The above Table illustrates the company appraises the Employees are aware of the implementation of the actual performance appraisal (Mean=2.49, SDV=0.980). There is a well-designed performance appraisal system in company (M=3.38, SDV=0.959). Immediate supervisors evaluate employees' performance in Abay insurance (M=2.52, SDV=1.025). Performance appraisal takes place (M=3.09, SD=1.292). The result generalizes that mean score of Likert five scale instrument of each item focusing on performance appraisal human resource management practice implementation and overall mean score of all Likert scale items were less than 3.39 or low category when compared with standard mean scores. Standard deviation also indicated that there were not significant differences or variations in responses of items (Eyuel, 2017).

Table 5 Mean and std. deviation of respondents on C&R

C&R	N	Mean	Std. deviation
1. My C&R I receive match my work	156	2.31	.906
2. the focus on C&R is to attract and retain employee in the company	156	2.27	.897
3. The reward and compensation schemes provided by Abay insurance are sufficient.	156	2.33	.966
4. I am satisfied with current salary and other benefits I earn in the company.	156	2.99	1.310
5. Amount of medical expenses allowed is sufficient.	156	3.19	1.296
Average of Mean and SDV	156	2.618	1.075

Source; survey data 2021

From table, the five Likert scale instrument of each items related on compensation are : My compensation & reward I receive matches my work effort had 2.31, and SDV of .906 mean scored, The focus of compensation and reward is to attract, and retain employees in organizations had scored of mean and SDV (2.27 and 0.897), the reward and compensation schemes provided by Abay insurance are sufficient scored Mean and SDV result of 2.99 and 1.310, I am satisfied with current salary and other benefits I earn in the company also scored mean of 2.99 and SDV 1.310, and the last statement is Amount of medical expenses allowed is sufficient scored the mean and SDV result of 3.19 and 1.296. Generally: the overall average means score of all Likert scale items (Mean 2.618 and SDV 1.075) Furthermore the standard deviation value i.e. >1, showed a higher spread of responses among the observations were less than 3.39 or low category when compared with standard mean score (Eyuel, 2017). So the table demonstrates that the respondents have concurred that the current remuneration and award practice of the organization isn't appealing and they are not happy with the compensation scale of the company.

Table 6 Mean and std. deviation of respondents on employee relation

Employee relation	N	Mean	Std. deviation
My working condition are safe as they can reasonably	156	2.63	1.079
I enjoy working with my colleagues going to work	156	2.57	1.066
I've good working relation with my supervisor	156	2.65	1.070
Abay insurance create a better working condition and relation of employee than other insurance company.	156	3.04	1.292
Relationship in the company can be significant factor for me considering intention to leave.	156	3.26	1.269
Average of M &SDV	156	2.83	1.155

Source survey data 2021

Understanding the components of employee relationship can upgrade worker's inspiration and lower their intention to leave the organization. With that impact the information gathered from respondents show that there exists unsupportive and bad worker relationship and working condition in Abay insurance company. From the above table we can see Likert scale things were fewer than 3.39 or low class when contrasted and standard mean score (Eyuel, 2017). So the researcher accepted that there is not good and negative employee relation in the company

Table 7 Mean and std. deviation of respondents on employee relation

Turnover intention	N	Mean	Std. deviation
1. I often think quitting my job	156	3.65	.877
2. currently I look for a job outside this company	156	2.75	.884
3. I will leave this company if I could find the same position at another company.	156	3.62	.912
4. It is very possible that I will look for new job within next year.	156	2.75	.1258
5. If I may chose again, I will chose to work the current company	156	2.42	1.18
Average of M&SDV	156	3.38	1.023

Source; survey data 2021

According to Table, the aggregate mean value ($M=2.738$) for Turnover Intention fall under mean score of Likert five scale instrument of each items focusing on turnover intention overall mean score of all Likert scale items were less than 3.39 or low category when compared with standard mean score (Eyuel, 2017). This indicating that the respondents have neutral response to the statements raised and this shows that the intention of the employees towards think about quitting their job, or the probability of looking for a new job in the next year or leaving the organization as soon as possible shows that they do not intend to work with the organizations for longer. The SDV (standard deviation) for this factor showed a high value greater than 1, indicating not similar perception among respondents.

4.3 Correlations analysis

Correlation was used to show the strength of the association between the variables involved. The relationship among research variables using calculated Pearson correlation coefficient test. According to Cohen (1998 as cited by Warokkaand Gallato, 2012), the correlation coefficient (r) ranging from 0.10 to 0.29 may be regarded as indicating a low degree of correlation, r ranging from 0.30 to 0.49 may be considered as a moderate degree of correlation, and r ranging from 0.50 to 1.00 may be regarded as a high degree of correlation. Field (2006 as cited Eyuel, 2017) also state that the output of correlation matrix can be the correlation coefficient that lies between -1 and +1 within this framework, 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.

Table 8 Correlation analysis of the independent and dependent variables

		TD	PA	CR	ER	TI
TD	Pearson Correlation	1	.483**	.504**	.442**	-.574**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	156	156	156	156	156
PA	Pearson Correlation	.483**	1	.367**	.543**	-.522**
	Sig. (2-tailed)	.000		.000	.000	.000
	N	156	156	156	156	156
CR	Pearson Correlation	.504**	.367**	1	.408**	-.579**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	156	156	156	156	156
ER	Pearson Correlation	.442**	.543**	.408**	1	-.398**
	Sig. (2-tailed)	.000	.000	.000		.000
	N	156	156	156	156	156
TI	Pearson Correlation	-.574**	-.522**	-.579**	-.598**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	156	156	156	156	156

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

Correlation is used to answer the question if there is a relationship between two variables and to quantify the strength of linear relationship between the variables. From table, based on the results, we can see that the most correlated variable to the employees of Abay insurance company turnover intention is compensation and reward. The correlation result is, $r = -.579^{**}$, this

indicates that employees perception/satisfaction towards compensation and reward has a negatively strong relation with turnover intention. The relationship among TI and C&R is negative because of the negative value for relationship coefficient. Accordingly that; when employee's satisfaction with the compensation and reward increases, their intention to leave the organization decreases. The 2nd strongly correlated variable to employee's turnover intention is training and career development with $r=-.574^{**}$ this indicates that employees, who are not satisfied with the company's internal training and career development strategy. The 3rd strongly correlated variable to employees turnover intention of Abay insurance S.c is PA with correlation result of $r-.522^{**}$. The above table outcome indicates that there is negative relation among PA and TI due to the negative value for correlation coefficient. From this way, there is low relation among Performance appraisal and employee turnover intention. In general from the above table result conclude that compensation and training and career development is strongly significantly negative relationship to employee's intention to leave in Abay insurance share company.

4.4 Multiple Regression

Multiple regressions were the determination of a statistical relationship between three or more variables. In this research, multiple regressions had four selected variables. These four variables were defined as independent variables (training and career development, performance appraisal, compensation and reward and employee relation) which were the cause of the behavior of dependent variable (turnover intention). Since the correlation result provided only the direction and significance of relationship between variables but multiple regression analysis was applied to identify the contribution of training and development, performance appraisal, compensation or reward and employee relation to turnover intention and to determine the extent of relationship between independent and dependent variable of the study (Eyuel, 2017).

4.4.1 Multiple Regression Model Specification

It refers to the determination of which independent variables should be included in or excluded from a regression equation. The following model is used to find the statistically significant factor affecting employee's turnover intention.

$$Y = a + \beta_1 x_1 + \beta_2 x_2 + \beta_3 x_3 + \beta_4 x_4 + e$$

Where Y= the dependent variable

X_i= the independent variables

e = the random error term

B₁, β₂, β₃ ... β_n are the unknown parameters that are to be estimated

a = the constant (the value of Y when the value of all independent variables is zero)

$$TIA = b_0 + b_1 (TCDA) + b_2 (CRA) + b_3 (PAA) + b_4 (ERA) + \epsilon_i$$

(Where ATI represents Average of Turnover Intention, ATCD represents Average of Training and Career development, ACR represents Average of Compensation and reward, APA represents Average of Performance Appraisal).

According to, in the multiple regressions model (the constant) represents the value of the dependent variable (Y) when the values of all independent variables are zero. He also stated that, R² (the multiple correlation), represents how much percent of variance in the dependent variable can be explained by the independent variables in the model. (Gujarati, 2004) added that R² value close to 1 show a better model fit of the data.

Table 9 Regression result of turnover intention as a dependent variable

Model		Unstandardized coefficient		Standardized coefficients	T	Sig.
		B	Std. Error	Beta		
1	(constant)	5.404	.161		33.507	.000
	TD	-.246	.057	-.225	-3.277	.001
	PA	-.186	.055	-.142	-2.063	.001
	CR	-.252	.057	-.289	-4.444	.000
	ER	-.108	.052	-.304	-2.054	.041
R						.743^a
R Square						.652
Adjusted R square						.640
Std. error of the Estimate						.43332

Based on the above table, derived following equation

$$\text{TIA} = \text{CR} (-0.257) - \text{ATD} (-0.246) - \text{APA} (-0.186) - \text{ER} (-0.108)$$

This means that the increase of 1 unit of compensation and reward policy of the company may incur the decrease of 0.257 units in turnover intention of its employees. On the other hand, for the independent variable of training and career development, every increase of 1 unit will cause the decrease of 0.246 units in dependent variable, turnover intention. Others Also 1 unit increase on performance appraisal will incur the decrease of 0.186 in turnover intention and the last ones that, 1 unit of increase in employee relations may lead to the decrease of 0.108 units in dependent variable, turnover intention.

According to the above table this study was the combination of four practice of selected HRM in one regression to see the overall effects of turnover intention of employee therefore multiple

regressions was applied by the using of turnover intention is dependent variable the four selected Human resource management practice which are compensation and reward, training and career development, performance appraisal and employee relation are as independent variable at 0.05 level of significant. Based on the above regression, the prediction model shows 65.2% of dependent variable that of turnover intention affected by the four selected HRM practice which are T&CD, C&R, ER and PA. In the above table analyzing the result of regression is by using of unstandardized beta coefficient and the Adjusted R² values. By this keeping other things are constant, on unit change in independent variable there is change in the amount of dependent variable this are represented or showed by the unstandardized beta coefficients. While the change in independent variable, explained by dependent variable it showed by adjusted R square. So based on this the effect of each independent variable based on the absolute magnitude, the large value of beta coefficient is that of the large and significant effect on dependent variable. Accordingly the above presented multiple regression analysis was the strongest and the largest predictor of dependent variable which is turnover intention is C&R and T&CD (CR $\beta = -.252$, $P=0.00$ and TCD $\beta = -.246$, $P= 0.01$ respectively) and the second predictor for employees turnover intention is followed by performance appraisal (PA $\beta = -.186$, $P=0.001$). Therefore, the overall results of the table shows compensation and reward) and (training and career development) practice have a strongly negative and significant impact on turnover intention.

CHAPTER FIVE

SUMMARY OF FINDING CONCLUSION AND RECOMMENDATION

In this chapter the finding that analyzed and discussed the rest chapter will summarized and conclude based on the finding the researcher was give possible recommendation to be develop and this chapter analysis or examine HRM practice and its effect on intention of employee turnover in case of Abay insurance share company.

5.1 Summary of finding

This study was conducted at Abay insurance share company Head office and all branch's located in Addis Ababa and the reason for studies this research or the discoveries produced analyzing the practice of selected HRM practices and worker turnover intention. To this end, the study has considered selected human resource practice, likely, training and career development, performance appraisal; compensation and reward and employee relation. To discover the stated research problem, the study has adopted descriptive research design accordingly, the data was gathered using questionnaire and the data collected through this questionnaire was analyzed quantitatively.

The demographic data of the Abay insurance company indicated that majority (46.2percent) the employees are belonging to 20-30 in the younger age group and which has additionally been looked in the information got from the supporters or contributor of the research.

Out of the total no of (156) employees in Abay insurance 88 or 56.4% are males and the rest 68 or 46.2% are females.

In order to measure the direction and strengthen relationship between dependent and independent and moderate variable, the researcher used of Mean and SDV, correlation, and regression analysis.

To processed and decide the strength occurrence relationship among practice of selected HRM and the intention of employee turnover, Correlation coefficient was used or computed. The correlation test result exposed with turnover intention is relationship negative and significant.

According to demonstrates that the respondents have concurred that the current remuneration and reward practice of the organization isn't appealing or attracting and they are not happy with the compensation scale of the company.

The aggregate result of training and career development shows, the employees are a high dissatisfied with training and development program and the respondents have negative response towards training and career development and there is a strong relationship between the training and career development and employee turnover intention.

The aggregate result of employee relation indicating that the respondents have neutral response to the statements raised and this shows that the intention of the employees towards think about quitting their job, or the probability of looking for a new job in the next year or leaving the organization as soon as possible shows that they do not intend to work with the organizations for longer.

For answered initially sated question, regression analysis was made and this model shows that the value of R square had gain 0.652 or 65.2%, this means turnover intention as a dependent variable can be describe by the four selected HRM practices, as an independent variable. Except employee relation the rest selected human resource practices have negatively and significantly affecting on turnover intention. The adjusted R square value 0.652 which is 65.2% is indicates significantly influence of dependent variable that of four selected HRM practice (T%CD, PA, C&R and ER) towards the dependent variable that is turnover intention.

From correlational table result, we can see that the most correlated variable to the employees of Abay insurance company turnover intention is compensation and reward.

In general summary of the finding shows that, turnover intention is mostly that negatively influenced or affected by compensation & reward, training & development and performance appraisal. The relationship among practice of HRM and turnover intention produce large correlation according to the result of the research confirmed.

5.2.Conclusion

The main aims of this research were to analysis or examine the effect practice of HRM on employee's turnover intention in the cases of Abay insurance share company and based on the result it shows that the independent variable which are training and career development, organizational performance appraisal, compensation and reward package and employee relation are the main resound for employees have intention to leave. From those in fact that the overall compensation and reward package of the company is low satisfaction level and it is one of the highest and negatively significant influences on employee's intention to leave. As we can see the research result it shows from the overall respondents, 65.2% of them are intention to leave this reflects the turnover rate is relatively high rang. More ever high turnover may be very costly to an organizations growth and productivity.

5.3. Recommendation

From the outline of the of the research findings made analyzing the relationship among practice of HRM and turnover intention of employee in Abay insurance and theories, empirical evidence and related review of literature the researcher recommended or forwarded the following possible related solution as a researchers help the companies resolve the gap between intention of employee turnover and Encourage better employees retention and maintenance practices.

- The researcher needs to offer firstly recommended that develop an efficient and well organized strategy of retention which follow recognized and redesigned HRM practices as appropriate and consider the different things that staff would esteem. In doing this strategy, the organization obtain the other main considerations that makes the clerical employees to think of leaving.
- To reduce the employees intention to live in Abay insurance share company workers, the company administration should give emphasis and strong consideration on thought on building a appropriate HRM practice by adopting a strong consideration framework and appropriate organization of HRM movement as protected as and safe for its employee.
- The company should also provide suitable work environment and encouragement of employees to create and sustain their internal relationship to be better, enhancement of group building exercises, project tasks including work with partners and creation a chance for relationship both on and off the work career. It leads to higher degrees of retention and Working connection between the administration and representatives should be improved.
- Most of the time Employees are the basic resources of the organization and play an important role of developing and improving the efficiency of organizational productivity, So the company need to adapt with needs and to inspire them by planning successful HRM practice; by providing employee opportunities for training and development, good paying attention, Recognize and rewarded employees and by creating collaboration and good employee relation within the company.
- There should be Continuous training and development program in the company for new hired or the existing employees to ensure that the company of workers strengthens or enhancing citizenship and commitment to ensure that Abay Insurance training and

professional development experience is guaranteed for every worker and has a direct positive impact on the employees desire to remain positive. So the company It can also develop the most common retention strategies, which is a rotation strategy for the company. This strategy one of a well-known employee maintenance strategy that mostly about mobilizing employees in on position to another or different position and activities of the organization, with on ensuring that they work in areas other than the ones allocated to them at first. This ensures that the staff will develop competent and extensive work experience and further test their skills and abilities to implement better and this leads to employees greater motivation and inspiration to get additional skill and talents in order to perform tasks and responsibilities in better and hopeful manner

- Additionally the research concludes the company must be develop proper and well developed implementing practice of HRM, because of that well-designed HRM practices creates greater power to shape the organizational overall activity and performance and retain qualified and talented employee within the organization or company for a long time.
- Generally as we shows that the result of the study the dependent variable which is employees intention to leave is highly affected the organizational HRM practice mainly compensation and reward (C&R), training and development (T&DV) and employee relation (ER) along this, Abay insurance share company focuses on those factors or variables in order to reduce the intention of employees to leave by developing implementing, monitoring and evaluating retention strategy by the followings of regular practice of HRM to keep improving its employee degree of satisfaction and maintain its working man power and its clerical employees and decrease the intention of employees leave.

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APPENDIX
THE QUESTIONERS

ADDIS ABABA UNIVERSITY COLLEGE OF BUSINESS AND ECONOMICS SCHOOL OF
COMMERCE

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

Dear respondents

My name is Endinew Aragia I am a student of master's degree in HRM at Addis Ababa University School of commerce the purposes of this questioners is intended collect data for the study of the effect of four selected human resource practice which are (training and career development, performance appraisal, compensation and reward and employee relation) on Employee Turnover Intention The case of Abay insurance employee (Addis Ababa) and data collected will be used only for academic research purpose and will never be used for any other purpose. I appreciate your honest response for the effective completion of the research being undertaken. You are cordially invited to participate in the research your feedback will be kept strictly confidential. There is no need of writing your name. If you have any question please do not hesitate to contact me at any time through the following address: e-mail endinew19.g@gmail.com Tel: +251910379232/0929324276

Thank you!

Section I back ground information of the respondent please put your response on the appropriate box

1. Age 20-30 31-40 41-50 51-60
2. Gender Male Female
3. Martial statues Married Un Married

4. Educational level 12th Certificate Diploma
 Degree Masters

5. Monthly salary less than 5000 5000-10000
 10000-15000 > 15000

6. Work experience in Abay insurance company?

- Less than 1 year 1-4 years 5-9 years > 9years

Section II Questionnaires selected HRM practice (training and career development performance appraisal, compensation and reward and employee relation) questionnaire. Please indicate your level of agreement or disagreement (where 1 = strongly disagree, 2=disagree 3=Neutral, 4=agree and 5 = strongly agree).

7. Training and career development

Training and carer development	Strongly disagree	Disagree	Neutral	Agree	Strongly disagree
1. I'm satisfied with the quality or quantity of T&CD					
2. The company has provide me with sufficient training to improve my capacity					
3. I'm satisfied with the T&D program given by Abay insurance					
4. I am given opportunity to improve my skills in Abay insurance.					
5. Available training matches with my job.					

8. Performance appraisal

Performance Appraisal	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
1. Employees are aware of the implementation of the actual performance appraisal.					
2. There is a well-designed performance appraisal system in company.					
3. Immediate supervisors evaluate employees' performance in Abay insurance.					
4. Performance appraisal takes place.					

9. Compensation and reward

Compensation	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
1. My compensation & reward I receive matches my work effort.					
2. The focus of compensation and reward is to attract, and retain employees in organizations.					
3. The reward and compensation schemes provided by Abay insurance are sufficient.					

4. I am satisfied with current salary and other benefits I earn in the company.					
5. Amount of medical expenses allowed is sufficient.					

10. Employee relation

Employee relation	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. My working condition is safe they can be reasonably.					
2. I enjoy working with my college going to work.					
3. I have good working relation with my supervisor.					
4. Abay insurance company create a better working condition and relation of employee than other insurance company.					
5. Relationship in the organization can be significant factor for me considering intention to leave.					

11. Turnover intention

Turn over intention	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree
1. I often think about quitting my job					

2. Currently I look for a job outside my company					
3. I will leave this company if I could find the same position at another company.					
4. It is very possible that I will look for a new job within next year.					
5. If I may choose again, I'll choose to work for current company.					