



**ADDIS ABABA UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**  
**COLLEGE OF EDUCATION AND BEHAVIORAL STUDIES**  
**DEPARTMENT OF EDUCATIONAL LEADERSHIP AND MANAGEMENT**

**CAUSES AND EFFECTS OF STAFF TURNOVER**  
**IN THE FEDERAL MINISTRY OF EDUCATION**

**TSEGAW BERHANU**

**JUNE 2016**

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**TSEGAW BERHANU**

**A THESIS SUBMITTED TO THE SCHOOL OF GRADUATE STUDIES OF  
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## **ACRONYMS**

A.A.U	Addis Ababa University
FMOE	Federal Ministry of Education
GCHO	Grievance and Complaint Handling Office
GHO	Grievance Handling Office.
HRM	Human Resource Management
ICTE	Information Communication Technology for Education
IRC	Institute of Rescue Committee
MOE	Ministry of Education
SPSS	statistical package for the social science software

## ABSTRACT

*The purpose of this study is to identify the main triggering factors and effects of staff turnover in the Federal Ministry of Education and to provide possible preventive solutions that help retain employees .The study employed the quantitative and qualitative research design methods .The target population for this study were 92 out of 275 the current professional employees , the ex-employees and managers. The sampling technique for managers is purposive (non-probability), For current employees random(probability ) and for ex-employees convenience (non -probability) sampling technique were used. The descriptive method was employed to gather data from a relatively large number cases with in a limited period of time .The instruments used to gather primary data self – administered questionnaires were prepared and interview was used . Before distributing, questionnaires had been commented by 10 senior experts who have research expertise. Corrections were made as per given comment because of this two questions rejected and one is modified. For the secondary Document analysis was made. Two types of questionnaires were prepared one for current employees and one for ex-employees. Interview was conducted with two office heads (HRM deputy head and Grievance Handling Office Deputy head)and one senior expert. Descriptive statistics such as percentage ,mean and cross tabulation were employed for data analysis .The SPSS version 16.00 for window is used. Based on The data analysis the following findings were recorded . The main findings indicated main reasons that force employees to leave the organization were: inadequate salary, trainings which were not given fairly and appropriately, dissatisfaction with unmatched position and the skill and knowledge employees have, rewards of incentives provided in the organization were not based on fairness and performance evaluation , and the increased loss of experienced and skilled man power are the main ones. The findings also indicated the following effects : reduction of performance, loss of experienced and skilled man power and incurred cost. To minimize these problems the following solutions are recommended. Reasonable and market related salary to be considered for employees , assign employees to different positions based on their qualification , skill and knowledge they have to the position, training and developments to be provided fairly and appropriately ,motivate and convince employees to stay in the organization ,and participate employees in decision making will help retain employees.*

**Key Words: Turnover, Employee, Manager, Incentive**

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background to the Study

Labor turnover affects both workers and the organizations. Workers experience disruption, the need to learn new job-specific skills and find different career prospects. Organizations suffer the loss of jobs-specific skills, in performance of organization and incur the costs of hiring and training new workers(<http://www.le.ac.uk/economics/research>). Because the quality of employees of the organization, their enthusiasm and satisfaction with their job, and their sense of fair treatment have impact on the organization productivity, level of service, reputation and survival because human resource is vital in this regard.

As the human resource is the most important resource of an organization, unlike other resources such as finance, materials or technology, that needs to be handled carefully. It needs care from the beginning of recruitment and selection. Because employees- recruitment and selection is an important activity in organizations and aims to assess individual characteristics considered important in predicting applicants' future effectiveness as employees (Farr &Tippins, 2010). Having skilled and competent employees is the most important capital for the organizations. This is because human capital influences and shapes the other resources of the organization and at the same time it is affected by them. To be able to shape, control and co-ordinate production factors, are qualifications and they are only possible through human resources. Without this effective resource, it is simply impossible for an organization to achieve its objective. Knowing this, many organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organizations. Therefore, managers at all costs must minimize employee's turnover. There is a need to develop a fuller understanding of the

employee turnover, its causes, effects and how to put strategies in place to solve problems.

In a human resource context, employee turnover or labor turnover is the rate at which an employer gains and losses employees (Wikipedia,2006). If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same organization. High turnover may be harmful to a company's performance if skilled workers are often leaving and the worker population contains a high percentage of novice workers. Employee turnover can be caused through an employee being dismissed from the organization, an employee resigning from the organization or an employee retiring. Employee turnover is affected by the organizations external and internal environmental factors. As external, increase in demand and better working conditions for particular skilled labor, the social and cultural factors and the internal(when employees leave their current position and take up new roles or positions within the same organization by promotion or transfer) ones are the organizations structure, reward packages and policies also affect the employee turnover. Just like any other organizations in the education sector the human resource of the Federal Ministry of Education (FMOE) has experienced Employee turnover. It is a challenge of most organizations which Ministry of Education is not an exception.

Ethiopian Ministry of Education since its re-establishment 1942 E.C BahiruZewde (1991)., has made efforts to modernize education started all over the country again (Seyoum, 1996). And then has gone through different endeavors to facilitate the Education Sector in the process of modernization. Currently the Federal Ministry of Education has been found doing its contribution based on the power and duties given to it by law. NegaritGazeta (2010). That includes:

- Formulation Education policy and Training and strategies

- Set Education and training standards and ensure their implementation
- Formulation of a general framework of curricula for education
- Set minimum qualification requirements for school teachers
- Set minimum training standards for education and training institutions.
- Prepare and administer National Examinations based on the education policy and curriculum
- Maintain records and issues certificates of results.
- Develop National Technical and Vocational education and Training Strategies
- Ensure the implementation and that quality and relevant education have been offered at all levels of the Education and training system.
- Publicize national performance in education and training.

To discharge all these knowledge and skill demanding responsibilities effectively, according to the HRM capacity development plan, the Federal Ministry of Education has been trying to send its own employees in to various training and development short and long programs to improve their skills and increase productivity in the organization. However, such efforts on the part of the organization were made, for multiple reasons, educated and skilled employees of the organization have not stopped leaving their job and join other organizations.

There is a belief this situation attributes a challenge for the organization to achieve its goal. Some studies regarding staff turnover were conducted in other similar public organizations such as Ethiopian Federal Ministry of Finance and Economy and the Ethiopian Road Authority. The results indicate that staff turnover is high in each organization because of low salary and poor job satisfaction. So far to the author's knowledge, a study has not been conducted before in the Ministry of Education regarding staff turnover and its effects, but anecdotal information indicates that there is a high staff turnover in the ministry. It was observed that frequent recruitment and selection in the organization, the deterioration of

employees commitment and the transfer of timely uncompleted activities and unused budgets to the next budget year are assumed as problems in the organization due to staff turnover. For all these, the author likes to explore the actual situation regarding staff turnover in the Federal Ministry of education with a purpose of making study surveying to investigate the major causes and effects of the staff turnover in MOE. And to suggest reducing mechanisms of staff turnover in the organization retaining employees who are working in the organization.

## **1.2 Statement of the Problem**

The effectiveness of any organization is highly dependent upon the human resources to be successful in achieving its goals .To accomplish this , competent and committed staff is highly required . One of the problems that affect organizational effectiveness is staff turnover or the tendency to quit one's job . Some of the other such as poor pay and poor management are serious factors. This is also revealed by a related research conducted in government owned university that 83% of the teachers who left their job stated that poor management system, lack of equal opportunities were one of the basic reason to quit the job (Admassu, 2000). Hence the Federal Ministry of Education (FMOE) is an organization that can't be out of this reality. Despite through the employees within, facilitate and provide services to the education sector as whole at national level.

There were observed problems in the organization such as frequent recruitment and selection that is HRM directorate used to hire employees more than eight times in a year , the deterioration of employees commitment , the transfer of timely uncompleted activities and unused budgets to the next budget year (as reflected in various reports) are assumed as problems in the organization due to staff turnover. And it was an indication for frequent staff turnover in the organization. The rate of the inline and supporting professional staff turnover trend which was found in the

HRM record and documentation section confirms that MOE was frequently facing at each year. As it is shown below.

**Table- 1 The rate of professional Staff Turnover Trend at MOE in four year time.**

Year	Employed	Terminated	Turnover Rate
2004 E.C	281	18	6.4 %
2005 E.C	268	28	10.5 %
2006 E.C	278	33	11.9 %
2007 E.C	275	29	10.6 %
Total	1102	108	9.8 %

*N.B. The 2007 E.C data is not complete. Two months data (April and May) were not obtained due to documentation handling problem. For this, they are not included in this study.*

Within the last four years (2004-2007 E.C) over 108 professional employees left their job at MOE for various reasons. As it is seen on the given data above, the annual average rate of professionals turnover exceeded more than 10%. This finding also supported by Dereje (2007). All the leavers in the given data were professionals. One can imagine how defective it is for the organization.

So far the author's knowledge, the FMOE staff turnover and its effect has not been researched at all except the ones conducted in other ministries on the causes of turnover part only (does not include effect) such as Ministry of Finance and Economy, Asmamaw Argeta (2011) and in the Ethiopian Road authority, Solomon Abera (2007) in the country. The fact that there is no investigation conducted in FMOE, into the magnitude causes and consequences of employee turnover.

This is taken as a sound rationale for conducting a research in the area. Besides, the researcher has worked as a staff member in the organization for the last eight years. He has had the understanding that the turnover is an issue of concern in the MOE. Although there has not been given any statistical data almost on two months or a quarterly basis seeing newly employed faces is not unusual in the organization. Anecdotally, the old employees number decreases and the new ones increase. This shows that there is a considerable rate of staff turnover in the MOE. This condition motivated the researcher to study the issue.

The purpose of the study is to identify the actual causes and effects of staff turnover and what effects on the performance of the organization to provide possible preventive ideas that could help retain employees in the organization. To achieve these purposes, the study is aimed at answering the following basic questions.

### **1.3 Basic Research Questions**

What are the major causes of staff turnover in FMOE?

What effects are observed as a result of staff turnover?

### **1.4 Objective of the Study**

#### **1.4.1 General objective**

To identify the major causes of professional Staff Turnover and provide possible suggestions to reduce the negative effects of staff turnover in the FMOE.

#### **1.4.2 Specific Objectives**

The specific objectives of the study are: to

- see if such attributes such as sex, age, tenure and qualifications are causes of turnover
- identify the major causes of staff turnover in MOE .

- determine the observed effects of staff turnover on the performance of the organization
- identify the major problems observed in the organization due to staff turnover.
- Provide possible suggestions to reduce staff turnover in the organization.

## **1.5 Significance of the Study**

It is usual, the public sector organizations' success and failure are measured by the performance they exerted through the delivery of quality services to their clients. This can be achieved through well formulated plan and programs, allocation of resources, assignments, and retention of competent and committed staff in the organization. However, in FMOE the practice was not seen as stated above. Since the knowledgeable and skilled employee turnover was high, the objectives and expected results of the organization could not be achieved. The researcher thinks that the results of this study will have the following significance:

It will help create awareness how employee turnover affects the organization.

It will initiate the management to see different experiences from reducing employee turnover practices perspectives of organizations.

It will have some contribution in filling the gap in the process of knowledge development in the organization and for other public organization.

HRM will see its practices how it can retain competent employees in the organization.

It will serve a base line for future researchers for further detail study in the area

## **1.6 Scope of Study**

This study delimits itself on voluntary staff turnover in the Federal Ministry of Education head office- in Arat Kilo, and its branch: the Information-Communication Technology for Education (ICTE) located in Mexico area of Addis Ababa City Administration. It also focuses on managers (directors), inline and supporting professional staff who are currently working in the afore-mentioned offices and the ex- employees of MOE.

## **1.7. Limitation of the Study**

As it is already indicated, the aim of this study is to investigate the major causes and the negative effects of staff turnover of the FMOE. In order to arrive at the expected result, there were many challenges faced, before returning the questionnaire they filled, many respondents went to field work. It was a big challenge for data collection timely, and the unavailability of well-organized secondary data that can be easily accessed for the purpose especially regarding ex-employees. It was difficult to get them. In addition to the mentioned factors, the unavailability of respondents in their office because of meetings and other cases to provide information was a big problem. It was planned to collect data covering five years in order to investigate the trend of staff turnover in MOE, but due to the unavailability of the information, one year was not included. Data gathering was conducted for four years only(2004 E.C- 2007 E.C).Therefore, all these challenges could contribute a short coming on the result of the study.

## **1.8 Organization of the study**

This study consists of five chapters. The first chapter is introduction and background of the study. The second chapter provides related literature review. And the third chapter is research design and methodology where participants of the study, instruments of data collections, procedures of data gathering and analysis discussed.

The fourth chapter consists of the main study of the data presentation, analysis and interpretation. The last chapter of the study provides summary of findings, conclusion and recommendations of the study.

# **CHAPTER TWO**

## **REVIEW OF RELATED LITERATURE**

### **2.1 Introduction**

This chapter reviews the relevant literature read with particular reference to the study of the causes and effects of employees' turnover and then it will serve as the foundation for the development of the study.

The literature on employee turnover presents: types of employee turnover, causes and effects of turnover to suggest possible solutions to minimize employee turnover. Staff turnover may cause serious problem with the effect of globalization in the world, it has been told that every organization will have to manage their employee turnover methodically.

To meet the basic necessities of offering a safe environment, good pay and benefits in an economic way is very difficult and cumbersome to an organization. Every organization wished to have high productivity, fewer turnovers and to be profitable. Managing turnover successfully is a must to achieve the above goals.

### **2.2. Concepts and Definitions of Staff turnover**

First of all turnover occurs when people leave their job. It is described as the movement of employees out of the organization or any permanent departure beyond organizational boundaries( Rohr & Lynch 1995 cited in Xaba, 2003, p. 287).Indeed, the term turnover is defined by different researchers in various ways : Filipe& Luis Borges (2012) defined turnover as the rotation of workers around the labor markets; between firms, jobs and occupations; and between the states of employment.

Price 1977, (Cited in Ongor 2007: 49) defined turnover as the ratio of the number of organizational members who have left during the period being considered divided by

the average number of people in that organization during the period. In an organizational context, also turnover was defined as the termination of an employee's intra organizational career trajectory, which is composed of a sequence of job changes from job entry to exit (NSDC, 2010) . Whereas, the other researcher also defined it, employee turnover could refer to a situation whereby employees exit the organization voluntarily for various reasons and thereby affecting the organization negatively in terms of costs and the capacity to deliver the minimum required services (Yankeelov , P.A. .et al 2008).

In an human resource context, turnover or labor turnover refers to the characteristics of a given company or industry relative to rate at which an employer gains and losses staff (Wikipedia, 2006), it is usually defined as the influx and exit of an individual in to and out of the working force of an organization over a specific period of time. On the basis of all the aforementioned definitions staff turnover can be conceptualized as the departure of the staff from their organization, therefore, staff turnover means the separation of staff from their job permanently.

When an employee leaves the organization, this may have a variety of effects that not only impact on organization but also on employee itself and society also. Employee turnover is a choice made by either employers or employees or both to terminate the employment relationship. Accordingly there are different types of turnover, especially voluntary turnover is often viewed as undesirable although it is not always true because turnover is something that is inevitable and it has both a positive and negative consequences.

Employee turnover can have negative consequence especially if the turnover rate is high because employee turnover directly impacts employees' performance and quality of their productivity. On the other hand, turnover may not be inherently undesirable the desirability of turnover depends on who is leaving. If the people who are quitting are generally superior performers turnover need to be reduced, but if

turnover is greater among poor performers, turnover is actually in the best interest of the employer. Nevertheless, turnover in excess of 10% has more negative than positive consequence (Tayler, 1911 cited in Dereje, 2007, p. 10).

## **2.3. Types of Turnover**

Employees of different organizations leave their job for all sorts of reasons. Some leave to get better salary, some find conducive work conditions, due to geographical factors and for multiple reasons. Employee turnover can be grouped into different categories.

### **2.3.1 Voluntary**

**Voluntary turnover:** it is initiated by employee. When employees leave an organization at their own discretion, it is referred to as a voluntary turnover ( Noe,et al 2006:192) . A similar definition is given by Egan, (et al, 2004.), stating that an instance of voluntary turnover, or a quit, reflects an employee's decision to leave an organization, whereas an instance of involuntary turnover, or a discharge, reflects an employer's decision to terminate the employment relationship". According to (Manu Rita -Negrin and Shay S. Tzafrir, 2004. ) who study voluntary turnover, it can be affected by a lack of job satisfaction, job stress as well as alternative opportunities. It is thus important to consider attractions such as alternatives when looking at voluntary turnover. However, voluntary turnover can be predicted and, in turn, be controlled.

### **2.3.2. Functional and Dysfunctional**

Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performer employees whose talents can be replaced easily. Dysfunctional turnover becomes harmful to an organization, if suitable replacements are not found. According to Lawler, E. E. (1971) 'Attracting

qualified people who do not stay on the job is dysfunctional from the organization's point of view because this kind of turnover uses up money, time and resources. Attracting unqualified people is also costly because they have to be processed and ultimately rejected frequently resulting in their forming a negative impression of the organization.' A noticeable worrying trend is the fact that organizations invest training resources on employees only to lose them to other employers. Lochhead and Stephens (2004) assert that when a business loses employees, it is not only robbed of skills and experiences but essentially its 'corporate memory'. They further argue that, the scale and nature of staff loss is a critical management issue since its effect does not only affect productivity and profitability but extends to product and service quality.

Replacing experienced workers as they depart with a high dose of novice workers affects productivity in the organization. However, due to high faculty turnover coupled with a high replacement drive by novice workers, the sustainability of the organization is threatened. Functional turnover on the other hand has a positive bearing on the organization if it is able to find suitable replacements. This happens whenever a poor performer is replaced by a more effective employee, and can happen when a senior retirement allows the promotion or the acquisition of welcome 'fresh blood'(CIPD 2005). Although turnover can be thought to be dysfunctional, it is argued that it can be beneficial to the organization and the individual in some cases.

McMreevy (1997) argues that turnover helps to 'clear the deadwood'. His argument implies that turnover clears wastage by engaging more energized employees into the system. CIPD(2005) argues that moderate levels of turnover can also help to decrease staff costs in organizations where operational levels are unpredictable on monthly basis.

Dee (2004) on his part observed that although turnover is inevitable it is perhaps desirable. He argues that higher rate of turnover can be injurious to the reputation of an institution and the quality of instruction. Gray, Phillips, and Charles (1996) contend that it will be unrealistic to consider turnover as a purely negative phenomenon. In their view, economists consider it to be a necessary component of an efficient labor market and can be beneficial to an organization in several ways, such as increased productivity by ensuring better matches between jobs and workers. In contributing to the discourse of turnover they posited that, 'the direct financial costs includes the increased expenditure of funds to recruit and train new staff members, payment of over time to remaining staff members to cover vacated shifts, and increased payroll administrative expense stemming from the fluctuation in employee'.

further asserts that 'the indirect cost of staff attrition include decreased productivity, reduced quality service, and low staff morale'. Regarding the consequences of turnover, Mobley (1982) has noted that organizations that do not give due importance to the consequences of turnover will feel the brunt in terms of low employee morale, reduced work performance, as well as social communication .

### **2.3.3. Avoidable and unavoidable**

Avoidable turnover is a cause that the organization may be able to influence or handle it. For employees who leave the job because of low job satisfaction, problems of mismanagement, benefit packages ... etc can be retained through improving the stated administration activities. Unavoidable employee turnover stems from cause over which the organization has little or no control of it. For instance organization may not be able to control employee who is going to leave because of health problem or desire to relocate to other geographical areas (David, 2008).

## **2.4 Some Theoretical Perspectives on Turnover**

In explaining turnover behavior of employees, various researchers advance theories on employee turnover. In this regard Human capital theory of occupational choice provides a theoretical frame for an understanding of some underlying factors that may contribute to an individual's decision to become an employee, and then, to remain in or leave the job. The fundamental concept of human capital theory of occupational choice is that individuals make systematic assessment of the net monetary and non-monetary benefits from different occupations and make systematic decisions throughout their career to enter, stay, or leave an occupation (Kirby &Grissmer, 1993, p. 6). This theory basically illustrates the relationships among education and training, migration and the search for a new job in terms of investment and its returns (Smit, 2003 cited in Cha, 2008, p.17). In short, human capital theory posits that individuals make systematic assessments of the benefits and costs of both entering and staying in or leaving the profession.

Another theory which explains turnover behavior of employees is Social learning theory which views turnover as a result of a social learning process. Social learning theory applied to career decisions emphasizes on the interaction of personal characteristics, previous behavior (social learning experience), and environmental determinants Chapman (1984 cited in, Cha, 2008, p.20). Similarly Krumboltz (1979 as cited in Ruhland, 2001) identifies four factors (genetic endowment and special abilities, environmental conditions and events, earning experiences, and task approach skills) that influence the nature of a career decision. The basis for this theory is educational and occupational preference and how these influence career selection.

Genetic endowment and special abilities include gender, race, intelligence, physical characteristics, environmental conditions and events include social, cultural, political or monetary factors, learning experiences includes job training opportunities,

technological developments, and training resources and task approach skills includes set of skills, standards, values, work habits, perceptions, emotions, and cognitive process. Thus, individual career decisions are seen as outcomes of a combination of four factors that interact in different ways. Understanding these factors can help answer the question of why individuals change their job. Khatri, Budhwar and Fern's study of employee turnover, (1999) cited in Xaba, 2003, p. 288) stated a model that posits three groups of factors as a predictor of turnover.

The model integrates demographic factor, uncontrollable factor and controllable factors. The first factor which is demographic factor includes age, sex, education and tenure; the second factor which is the uncontrollable factor includes perceived alternative employment opportunity and job hopping and the third factor which is the controllable factor includes pay, nature of work, supervision and organizational commitment a source of turnover.

The foregoing theoretical exposition of factors influencing turnover seem to confirm that turnover of employees is a result of different factors relating to the organization, the job itself, supervision, incentives and rewards, which relate to compensation and recognition, career development, advancement and employment security, poor job performance, which relates to lack of skills, low motivation, bad performance and lack of resources. Theses all are the cases of causes of employee turnover.

## **2.5 Effects of Human Resource Turnover in the Organizational Performance**

“High human resource turnover may be harmful to organizations performance, if skilled workers are often leaving the worker population contain inexperienced or novice workers” (Hutchunson and Beruvides,1997 as cited in Benedict and Josiah, 2012). Employee turnover leads an organization to incur different costs such as direct and in direct costs. Direct costs are related to the leaving costs, replacement costs and transition costs. Indirect costs are related to the loss of production, reduced

performance levels, unnecessary overtime and low morale. When accounting for costs there are real costs such as time taken for selection and recruitment of other worker, and opportunity costs such as loss of productivity and performance (US bureau of labor statistics, 2008) as cited in (Benedict and Josiah, 2012).

The negative consequence of high employee turnovers which are often reflected are product and service quality, consistency and stability of services exchanged for money with clients and customers in general.

Other consequence is the cost of voluntary turnover as described by (Morell et al, 2004) as direct and indirect costs for voluntary turnover as replacement, recruitment and selection, temporary staff management time, morale, pressure in the remaining staff, cost of learning product or service quality, organizational memory and the loss of human capital. As mentioned in the above paragraphs the turnover of experienced employee from organization results in different consequences. Some of these are reduction in production or performance, reduction in quality, incurring of direct or indirect costs, loss of organizational human capital and skill. Even though the above mentioned factors operate for business organization, it also works for other organizations.

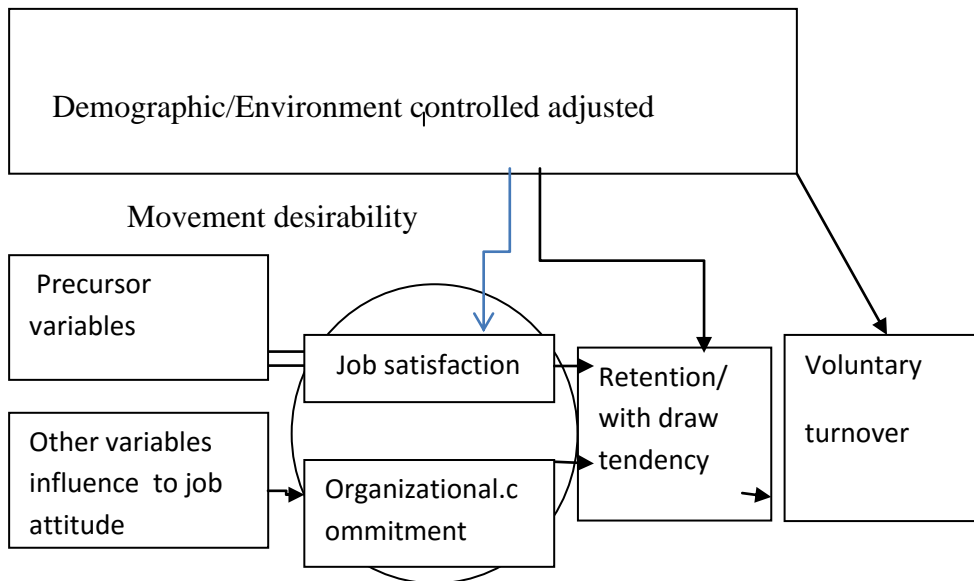
Since managers and employees are human capital of organizations, their stability in the organizations helps to utilize their skills and knowledge for better performing. Establishment and evaluation of research model on organization employees' turnover is generally believed organizational equilibrium theory in the classic work "organization" of March and Simon (1958), who both are inheritor and promoter of social system school on the research of turnover decision behavior of employees (Lee and Mitchell et al., 2004). In their work, March and Simon divided employees' decision-making behaviors into individual's "Decisions to Perform" and "Decision to Participate". Then put forward the earliest overall model about employees' voluntary turnover, the so-called model of "Decision to participate". March and

Simon were the earliest figure who tried to integrate labor market and individual behaviors for investigating and studying employees' turnover behaviors .Their outstanding contributions file in the introduction of labor market and behavior variables into the research on turnover process of employees from organizations, laying a theoretical foundation for later research on employee turnover.

Griffith (2000) conducted a review research in the model of element analysis on all papers on employee's volunteer turnover published in classic management magazines, he describes that related variables around attitude models reached eleven kinds of demographic predictors; sixteen kinds of sub-structure variables related to job satisfaction and organization factor and work environment factors, such as expectations, pay, satisfaction, role clarify, six kind of variables related to job content and external environment factors, such as job scope, reutilization, job involvement, alternative job opportunities, comparison with present job etc.; three kinds of other behavioral predictors; nine kind of adjusting variables for withdraw process.As Griffith (2000) review, a general research model and analyzing route for traditional attitude research model are displayed in figure 1.

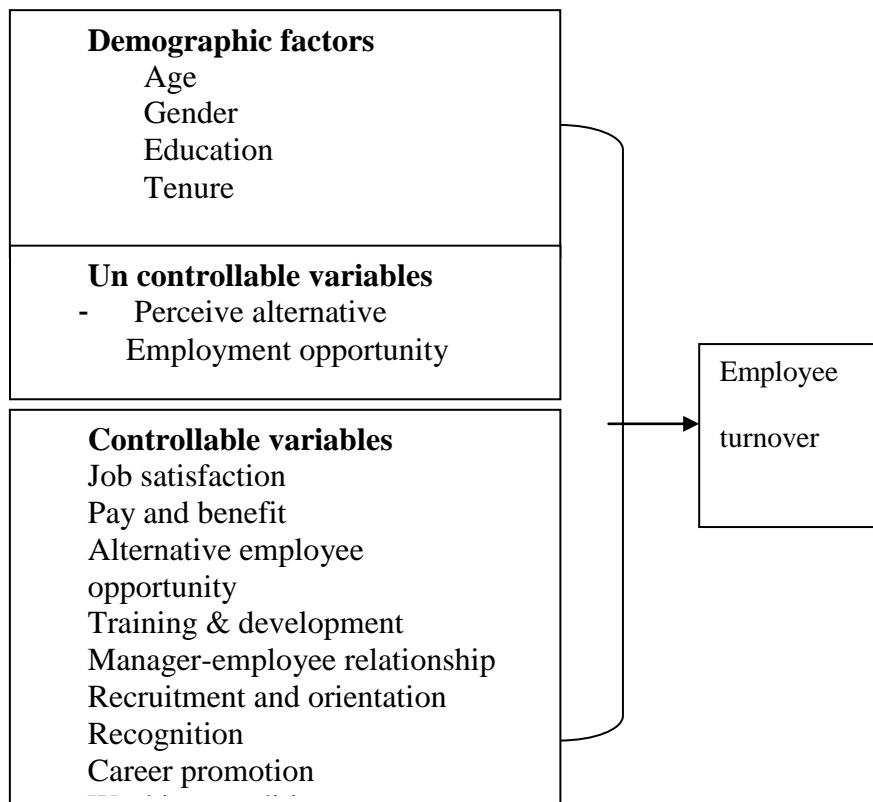
A brief summary of these content models is described in figure 1.

In conclusion, it is generally believed that in the traditional attitude turnover model the process of employees' volunteer turnover (including the turnover intention and behavior of turnover) is the reversed transformation process of employees' retention psychology and behaviors, mainly consisting of four sectors (Lee and Mitchell, 1999): first is the quit process caused by job dissatisfaction; then, employees' search for substitutable jobs before turnover; is evaluation.



**Figur :1The traditional turnover model. Adapted from Griffeth et al., (2000); pp. 463-488**

The model is modified from above theories and model. The variables assumed to be applicable and can be the causes of turnover in context to our country. From above model the present study used demographic variable, other variables influencing job attitude like, job satisfaction, pay, career promotion, recognition, manager-employee relation, training and development and orientation are used. From Hauskneht (2008) retention factors the researcher has used variables like: lack of alternative job opportunity, job satisfaction and developed and modified the following model.



The model explains the variables addressed while conducting the study. To measure each controllable variables and their effects on turnover different measurement can be performed

## **2.6. Causes of Employee Turnover**

### **2.6.1 Lack of Job Satisfaction/dissatisfaction**

Employee satisfaction has influence on employee turnover in organizations. The implication of this fact is that the extent to which an organization is able to achieve its objectives depends on the level of job satisfaction that are made available to its workers. It has long been thought to have a significant effect on job performance. In its most basic sense, job satisfaction is a positive emotional state resulting from evaluating one's job experiences. Job *dissatisfaction* occurs when these expectations are not met. If an employee expects clean and safe working conditions on the job, then the employee is likely to be dissatisfied if the workplace is dirty and dangerous.

Job satisfaction has many dimensions. Commonly noted facets are satisfaction with the work itself, wages, and recognition, rapport with supervisors and coworkers, and chance for advancement. Each dimension contributes to an individual's overall feeling of satisfaction with the job itself. When circumstances such as stated above as the nature of the job, supervisors and coworkers, pay levels, or the employee's own disposition cause the employee to become dissatisfied with the job and lead him to avoid the work situation physically, mentally, or emotionally(Noe&Gerhet2003).

Dissatisfied employee first they psychologically remove themselves from the job and exhibit a very low level of job involvement. Writers agree that human positional for good work is enormous, given the right environment .But in many case both in developed and developing countries managers give less value for human and more concern about technology. In organization downsizing it more concerned with the reducing the employees of the organization who are more important than technology.

Murthy (2003) underlined that employees want an environment where they can take pride in what they are doing and needs recognition as they are valuable for the organization .Hence, employees need a conducive and satisfactory environment for

work. The work environment for the job can bring a sense of Satisfaction that contributed to the organization.

Heizer and Render (2006:469),state that if the work environment is not conducive to the employee's wellbeing and expectations it can contribute to decisions to leave. Managers in return bring job satisfaction through rotating the job, posing newer challenges, giving more responsibility, and praising employee for job well done (Murthy, 2003). In a working areas employees are interact with supervisors and colleague (fellow employees) and this influence employee feelings about job satisfaction. Henman, Schwab, Fossum, and Dyer (2000) defined Job satisfaction as depending on an evaluation the employee make of the job and the environment surrounding the job.

The number of people who are dissatisfied with their jobs nationally varies with the unemployment rate. Higher unemployment rates usually mean more dissatisfied workers because it is more difficult to change jobs, and people stay longer on jobs they do not like. Those workers who are mostly satisfied with their jobs vary from 60% to 85% of the total. These numbers are similar to those found in Europe when employees are asked about satisfaction with their jobs.

Individual managers seem to have a greater impact on employee satisfaction than the organization itself. As researcher revealed, there is no simple formula for predicting a worker's satisfaction. Furthermore, the relationship between productivity and job satisfaction is not entirely clear.

The critical factor is what employees expect from their jobs and what they are receiving as rewards from their jobs. Although job satisfaction itself is interesting and important, perhaps the "bottom line" is the impact that job satisfaction has on organizational commitment, which affects the goals of productivity, quality, and service.

## **2.6.2. Pays and Benefits Conditions**

Turnover depends on employee perceptions of the desirability and easy of movement. Employees seek to improve their employment conditions when they change job. Therefore, employees in an organization improve their pay level if they obtain a new job before they leave their present job. Herbert, Donald, John, and Lee (2000) stated organizations pay level is a potentially important direct influence on voluntary turnover. In this knowledge era, where pay is one of a determinant factor, employees quits current job and accept the job with higher pay opportunity. Therefore, organizations critically aware that low wage rate will result into higher employee turnover and separation.

Pay level is not the only reason for employee's turnover and separation but also, pay system whereby employees can be satisfied or dissatisfied with the organizations pay system. Pay system based on the seniority of employees or per the performance appraisal. Employees are satisfied with existing pay system if they believed that rewards or incentives are paid based on fairness and considered seniority or performance evaluation of all employees (Herbert, Donald, John, & Lee, 2000, pp 514).

For all the concerned with positive relationship and interesting work, it is important to keep in mind that employees definitely care about their earnings. A job is the primary source of income and financial security for most people. Pay is also is an indicator of status within the organization and in society at large, so it contributes to some people's self-worth. For all these reasons, satisfaction with pay is significant for retaining employees.

Decisions about pay and benefits are so important and complex. With regard to job satisfaction, the pay level is the amount of income associated with each job is important. Employers seeking to attract another organization's employee often do so

by offering higher pay. Benefits such as insurance and vacation time are important, but employees often have difficulty measuring their worth. Therefore, benefits influence job satisfaction, employees may not always consider them as much as pay itself (Noe&Gerhet, 2003). Most studies stress the importance of compensation in attracting and keeping or reducing turnover and separation, particularly for workers whose skills and responsibilities are unique or indispensable to the organization or for the worker whom the organization invest considerable resources in recruiting and training programs. According to Clarence and Alex (2004) companies in highly competitive local labor markets expected to pay highly competitive rates against their competitors in each of their job classification, either it is semi-skilled or unskilled position.

### **2.6.3 Perceived Alternative Employment Opportunity**

Perceived alternative employment opportunity, also known as perceived ease of movement, is the perception of the availability of job alternatives. (Luthans,F.,1995). This perception is an uncontrollable factor because it is closely associated with the external environment, such as availability of job vacancies and unemployment rate. In an early study of, (Mincer, Jacob, 1988) they revealed the significant relationship between availability of jobs and voluntary turnover. Numerous studies acknowledged that perception triggers the turnover intention. In addition to the market condition, educational background may affect the perception too. Cotton, J.L. and J.F. Tuttle,(1986) investigated that workforce with higher educational background perceived more employment opportunities. Higher educated workforce may consider their qualification as a competitive advantage over less educated workforce by having more choices of alternative positions.

### **2.6.4 Training and Development**

It is vital for an organization to create an environment in which important information is freely communicated and in which employees are knowledgeable and

perceptive of opportunities for further self-development, various forms of training will logically also be key to an organization's array of business practices [ Taylor, C.R.(2002). Training and development has an impact on staff turnover. When an individual's expectations of the job are not met, the employee may experience job dissatisfaction which could make it difficult for an organization to retain staff. Employees are joining the organizations for different reasons. When some of the expectations by newly recruited staff are not fulfilled, those employees exit the organization. Some employees may not be in a position to tolerate certain managers or supervisors and decide to quit, with some of them exiting in the first few months after they have joined the organization. Some of the employees seem to have been confronted by situations that they were not prepared to encounter. According to Makhubu, N.(2006) , these employees could feel somewhat abandoned after the first few days at work and rather than suffer through all this, they decide that the job isn't for them and they leave.

The relationship between training and development has been developed but contradictory outcomes described in literature defining the part of training and its impacts on employee turnover creates the complicated relationship ( Pearce, G. and J. Mawson, 2009). For example the low rate of training programs in organizations may lead to poor job performance and higher employee turnover rate. On other side, the organizations which have proper training program for the development of their employees, enjoying high success ratio and lower level of employee turnover. Employees might feel grateful to show greater commitment and less encouragement to leave the organization ( Amos, T. et al 2008).

### **2.6.5 Managers- Employees Relationship**

Management(Cappelli, P., 1992) states that the relationship between managers and employees influences employees' decision to staying a job. Research shows that supervisors and managers have an important impact on employee turnover. The

length of time that employees stay in an organization is profitability, and growth whereby at the ultimate minimizes staff turnover, largely determined by the relationship between employees and their managers( Dailey ,R.C.andD.J.Kirk, 1992) . Employees value certain factors about managers. Firstly, (Gomez-Mejia, L.R. and D.B. Balkin, 1992) notes that employees desire managers who know and understand them and who treat them justly. Employees also prefer managers who can be trusted. If employees feel that their managers are fair, reasonable and supportive, levels of job satisfaction increase. Secondly, if the manager shows interest in the well-being of employees and is supportive and sensitive towards employees emotionally, employee job satisfaction increases (Miller, J.G. and K.G. Wheeler, 1992). Furthermore, autonomy is valued by employees and decreases turnover. Becausehis/her leadership style is one of the influential factors for employee to leave their job or intent to leave. The study conducted by Jane, Namusonge,& Mike,(2012) in public universities revealed that, unfavorable leadership practice was one of the basic reason for employees to leave.

Therefore, there is indispensable attention to the importance of leadership style to the operation of the organization in terms of minimizing employee turnover as well. Employees are one of the most valuable asset in the organization that leader to lead in a way that enhance employees motivation level for effective and efficient accomplishment of the organizational objectives such as productivity. When managers and employees' relations are not in good condition ,it is inevitable to hear complaints in the organization. Because grievance is thought to be any genuine or imaginary feeling of dissatisfaction or injustice which an employee experiences about her/his job and it's nature, about the management policies and procedures. It must be expressed by the employee and brought to the notice of the management and the organization.

## **2.6.6 Employee recruitment and orientation**

How institutions recruit and how they provide orientation in the first days on the job can be of crucial importance to keeping workers over the longer term. Failure to effectively recruit and orient employees may impose significant separation and replacement costs down..., (Lochhead C. & Stephens A. 2004). Smith (2001 cited in Lochhead C. & Stephens A. 2004) attributes 60% of undesirable turnover to bad hiring decisions on the part of the employer. “Bad hiring decisions” may cover a number of considerations, including overly hasty selection processes that fail to ensure that the job candidate really has the adequate skills and qualifications to do the job for which she or he is hired. The research confirmed that good employee retention is in part a result of a good “fit” between an institution’s workplace culture its way of training and service and the qualities that it espouses as valuable and the interests, character, and motivations of the individuals that exist within it. In terms of recruitment, institutions should therefore put an emphasis on not only evaluating formal qualifications, job-relevant technical ability, etc., but also more general types of qualifications and dispositions on the part of the recruit and then it is needed to provide orientation.

According to Booyens (2000:56), orientation is the personalized training of the individual employee so that he/she becomes acquainted with the requirements of the job itself. The aim of the orientation is to be effective and show productive work performance by the new employee. The orientation process aims at reducing anxiety, creating a positive attitude towards the employer and assist in creating realistic work expectations. Orientation process is normally the responsibility of the human resources department. All categories of new employees are subjected to the same program which is conducted during the first few days of an employee’s orientation program (Habeck, et al., 2000:133). Park (2003:121 ) asserts that one of the sources of voluntary turnover is the poor orientation and socialization that is given to new employees.

An orientation process helps new employees to formulate realistic, reasonable and accurate expectations of their new responsibilities and performance requirements. Page (2001:79) further asserts that an orientation process also facilitates the employee's social integration in the organization. If the orientation process is not properly conducted at the beginning of employment, it can lead to employee turnover intention and eventually to the employee leaving his/her work.

### **2.6.7 Employee recognition**

Robbins (2003:102) states that individuals at all levels of the organization want to be recognized for their achievements on the job. Their successes do not have to be monumental before they deserve recognition, but the praise should be sincere. Steers (2002:59) states that one premise inherent in Herzberg's theory (1959) is that most individuals sincerely want to do a good job. To help them, they should be placed in positions that use their talents to an optimal level and where they are not set up for failure (Mathis and Jackson, 2007:116). Clear, achievable goals and standards for each position should be set and should be known to employees. Individuals should also receive regular, timely feedback on how they are doing and should feel they are being adequately challenged in their jobs. Individuals should not be overloaded with challenges that are too difficult or impossible (Tyani, 2001:176).

### **2.6.8 Career Promotion**

In general terms rewards programs come within the overall concept of compensation strategies which are defined as the "deliberate utilization of the pay systems as an essential integrating mechanism through which the efforts of various sub-units or individuals are directed towards the achievement of an organization's strategic objectives" Labov, B., (1997). All businesses use pay, promotion, bonuses or other types of rewards to encourage high levels of performance. Ting, Y., (1997) acknowledged that lack of promotion and mundane work task significantly contributed to employees' intention to leave an organization. By adopting "job

enrichment” programs, many employers were able to retain employees and provide better career advancement opportunities. Besides promotion opportunities, changing the selection and evaluation criteria used to rate promotion and reward systems also had a positive effect on intentions of employees leaving the organization. Magner, N., R. Welker and G. Johnson(, 1996).Ineffective performance appraisal and planning systems contributed to employees' perceptions of unfairness and they were more likely to consider leaving the organization .Weiss, H.M. and R. Cropanzano(1996).

### **2.6.9 Working conditions**

The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. The organization should try to keep the equipment and facilities up to date. Also, if possible avoid overcrowding and allow each employee his and her own personal space. (internet 2)

## **2.7. Effects of staff turnover**

Staff turnover can have detrimental effects on clients and the remaining staff members who struggle to give and receive quality services when positions are vacated and then filled by inexperienced personnel., High rates off turnover also can bring about client’s mistrust and discourage workers from remaining loyal to the organization or even those seeking to enter it. Furthermore, labor turnover is costly, and unproductively time consuming, and it is responsible for the early cycle of recruitment employment orientation production, resignation that is detrimental to the reputation of organizations which are entangled in it. Yared (2007), on his research conducted at the IRC stated that the organization has been incurred a huge amount of money in a year because of staff turnover. Accordingly, the institute was incurred costs for vacancy posting, medical checkup expense, telephone call for checking references, travel cost, costs related with orientation new recruited employees, relocation expenses and others which estimated to birr 202, 200.00.

He also underlined other non-financial values that the organization has lost including, time spend by managers to review the employment process, loss of organizational memory, time and money spent for training of newly employed personnel until they gain the desired level of skills are other major factors that the institute have lost.

Different writers agree that the cost of replacing one employee equals one to three times the annual salary and benefits total plus the additional cost of lost revenue that the seasoned employee would likely have generated. The number one reason employees voluntarily leave their jobs is not the company, not the work, but the boss. Researchers agree that salary, career growth, benefits and job fit are leading factors for why employees stay or leave an organization. And employee retention are related to managers behavior because, they want more involvement in decision making, more appreciation, better communication, more team-building, flexible work conditions, more autonomy and better coaching (Mark, 2011).

### **2.7.1. Loss in Productivity**

Higher rate of labor turnover has the tendency to bring about low productivity where employees are aware that their position is not secure. For instance employees who are not under intense supervision devote much productive than those intense supervision (Tim & Bruce, 2008).

### **2.7.2 Low Level of Commitment**

Job security takes away the fear which prevents total commitment of employees to the organization. The employment security debate rest upon the crucial question of how much value the company places on stability of employment within its overall philosophy. Whether organizations really believe that job stability gives the business a competitive advantage is determined by their rates of labor turnover, obviously, where job insecurity is the order of the day, employees tend not to give off their best at the workplace as they mostly live in fear of losing their job(Henry,2007).

### **2.7.3 High Training and Recruitment Costs**

Once new employee come on board, they could have to go through the company's laid down training, orientation/induction programs. These activities are organized at an extra cost to the organization depending on their frequency. However, with a low rate of labor turnover, a greater percentage of this cost could be avoided (Henry,2007).

### **2.7.4 Loss of Experienced and Skilled Personnel**

Labor turnover results in the loss of some of the very experienced and skilled employees. This adversely affects the organization since quality of output tends to suffer. it will therefore, take some time for new employees to have control over their respective roles whereas existing employees would not have to go through that process. Interm of output however, it is the organization that loses.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

This chapter presents the research method, sources and data, sample population and sampling technique, instrument of data collection, procedures of data collection and methods of data analysis.

#### **3.1 Research Design**

Mixed research was employed for this study to generate rich data from multiple sources which are both quantitative and qualitative type.

Qualitative data range from slight to highly significant effect based on qualitative judgments, such as perception and attitudes. According to Kumar (2006), it is the most appropriate method to measure the characteristics for which numerical values cannot be assigned and to use to find out the factors. And it was used to support the quantitative. Whereas the quantitative is used to measure the characteristics for which numerical value can be assigned. For this quantitative focusing on surveying design provides a numeric description of trends, attitudes or opinions of a population by studying a sample of that population Creswell(2003 p.172). The descriptive survey method helps gather data from a relatively large number of cases within a limited period of time. It is appropriate for analyzing the prevailing conditions and particular trends that are developing. Charts, percentages and mean were used as appropriate to present the result of the study.

#### **3.2 Source of Data**

Both the primary and secondary data sources were used to make study informative. The primary data sources are exit interviews, directors (managers) of the management staff, currently working in line and supporting professional employees and ex-employees of the MOE head office (at 4Killo), and its branch offices: ICTE

<b>Sample and sampling technique</b>			
Both probability and non-probability sampling method were employed as follow.			
No	Target sample	Sampling methods	Reasons to employ the sampling method
1	Directors (managers)	Nonprobability (pur positive) Sampling	They have the knowledge about employees under their supervision and they have concern about staff turnover.
2	Current employees	Probability or Random sampling	It was employed for those who ,have different (higher, medium and lower) service years especially for existing employees.
3	Ex-employees	Nonprobability (convenience) Sampling method	It was employed on available samples

located in Mexico area of A.A city Administration. The secondary sources were HRM documents, the Grievance handling office documents, plans, reports, websites and other available sources that can be related with the topic.

### **3.3 Sampling and Sampling Techniques**

Currently 553 employees are found working in the head offices of Federal Ministry of Education and its branch ICTE. Out of these 275 of them are professional employees of the organization. Among these 30% (83) of them were taken as sample population. Out of these current employees 79 were involved in questionnaire from all departments and four of them in interview from the Consultant Ministry Office, HRM and GCHO directorates (indeed, one interviewee was not involved as he was not available for long time because of different commitments ), and besides 10 ex-employees also involved in the questionnaire as well. Therefore, the student researcher collected the questionnaire from the two offices.

## **3.4 Instruments of data collection**

### **A. Questionnaire**

The researcher used self-administered questionnaire for this study and semi-structured instruments to collect data from ex-employees and existing employees of the organization. Closed end and scaled stems were carefully applied to get all necessary information. Data was thematically categorized in order to as respondents easily understand and express their feelings, Likert scale was used which enables to understand respondents degree of agreement with each statement in the study. Two questionnaires were prepared one for current and the other for ex-employees. The questionnaire contained most close ended questions and a few open ended questions.

### **B. Interview**

The researcher collected data personally using unstructured(non directive) interview (about issues related to causes and effects) and audio-taped equipment for an hour in English language in the HRM and GCHO offices. Participants who were accessed through this interview were the the HRM deputy vice director and one senior expert, and Ethics liaison and complaint handling office deputy head .The two offices actual managers left the position by then . the data obtained were qualitatively analyzed and triangulated with the quantitative ones where appropriate .Necessary information were gathered based on a checklist.

### **C. Document Analysis**

According Marguerite, Dean, and Katherine (2006), documents are other forms of data collection tool. Documents were seen by the researcher including, exit interviews, reports, plans and other sources used for data analysis. Accordingly, document Analysis was made qualitatively to gather necessary information on number of employees exist and who left their job voluntarily or forced.

### **3.5 Data Collection procedure and Analysis**

After ascertaining the validity of the instruments by 10 professionals those who have research expertise, the researcher made the necessary amendments on the instruments as per the comment given by professionals .For instance, avoiding statements with concept ambiguity and words which confuses to understand ideas. Then after, the researcher proceeded to administer the area of study. Questionnaires were distributed and administered and interview was conducted and recorded with audio -tape by the researcher. Obtained Data through interview, and questionnaire were computed with the use of computer and software programs (SPSS), edited and coded. Then data were grouped into tables (charts) in analysis, summary and recommendation form. Before the analysis, the collected questionnaires through data processing were tabulated and analyzed quantitatively. The researcher used descriptive statistics such as frequency counts, percentage for the questionnaire and qualitative analysis for open ended questions and for semi-structured items, and it was interpreted according to the findings and finally for data's obtained from both questionnaire and interview analysis were made to have a triangulated harmonization.

### **3.6. Ethical considerations**

Before getting in to the field for data gathering, the researcher has received an official letter from Addis Ababa University, Educational planning and Management Department. Using this letter, the researcher requested permission to the human administration of MOE to start data gathering activities. The researcher explained the purpose of the study that is for fulfilling the requirement of MA degree in Educational Leadership and Management.

## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA**

This chapter deals with the presentation, interpretation and analysis of the data collected from the current inline and supporting professional employees and ex-employees of MOE in using the questionnaire, reference to different documents of the organization and interview as research tools. Generally with detail the presentation, analysis, and interpretation of the data related to the background information of the sample population and their responses to the items that are set in the instruments are dealt. As a whole, the main purpose of this study is to assess the major causes of staff turnover and its negative effect on the organization. To this end, 89 copies of questionnaires were distributed to 79 current-employees (72 male + 7 female) and 10 ex-employees (9 males + 1 female). Totally all the 89 copies of distributed questionnaires were filled in and returned.

Regarding interview, despite planning to conduct interview with three heads and one senior expert (the ministry office head, the HRM Director, the GCHO Head and One senior expert of HRM), the student researcher couldn't get access to the head of the ministry office. As he was repeatedly busy and occupied with different commitments, the interview was conducted with two heads and one expert using the unstructured questions and audio-tape record. Information found through document analysis were also incorporated in the area where they are necessary. Finally, the data obtained through these instruments were organized, tabulated, analyzed and interpreted in the context of the triggering factors of the staff turnover of the Federal Ministry of Education. These research questions were approached by using the questionnaire based on the Likert Scale, which studied the attitudes of the respondents and informants employees regarding factors/cause and effects of employee turnover of the organization under the study.

## 4.1 Respondents' Demographic information

**Table- 2 Characteristics of Respondents**

=frequency    V =valid percentage    CP = cumulative percentage

No	Item	Characterstics	Respondents							
			Current employees				Ex- employees N= 10			
			F	%	Valid	Cuml.P	F	%	V	CP
1	Sex	Male	72	91.1	91.1	91.1	9	90	90	90
		Female	7	8.9	8.9	100	1	10	10.0	100
		Total	79	100	100		10	100	100	
2	Age	Below 25	2	2.5	2.5	2.5	-	-	-	-
		26-30	6	7.6	7.6	10.1	-	-	-	-
		31-35	17	21.5	21.5	31.6	2	20	20	20
		36-40	18	22.8	22.8	54.4	2	20	20	40
		Above 40	36	45.6	45.6	100	6	60	60	100
		Total	79	100	100		10	100	100	
3	Marital Status	Single	21	26.6	26.6	26.6	1	10	10.0	10.0
		Married	58	73.4	73.4	100	9	90	90.0	100
		Total	79	100	100		10	100	100	

Source:Questionnaire,2016

First, it is the student researcher's belief ,describing the demographic details of the respondents was useful in determining the extent of the respondents whether they were able to provide valid information or not .Since their input was crucial to conduct this study.

As in table- 2 item 1 among the current employees 72(91.1%) male and 7(8.9%)females. I n the same table , among the ex-employees 9(90%) were males and 1(10%)was female respondent. The data indicates 90% of both the current and ex-employee respondents were male. This means majority of the employees of the organization are predominantly male .This implies that the probability of their mobilityin need of other better job opportunities is high.

In relation to the age of respondents, Age of respondent's has been categorized into five groups. Accordingly, from all currently working respondents as in Table 1 item 2 about 36 (45.6%) of respondents were 40 years and above, 18 (22.8%) between36-40 years old, 17 (21.5% were between) 31-35 range, and the remaining 6(7.6%)between 26-30 and 2(2.5%)respondents are less than 25 years old.

Whereas, ex- employee age distribution; 6(60%) are above 40 years, 2(20%) of respondents are between 36-40 years old, 2(20%) are between 26-30 years old. As indicated on the above table, majority respondents of both current and ex - employees aged more than 40 years old. This shows the organization has been providing services by employees who have better experiences than novice ones.

As indicated in table -2 item3,regarding marital status of the respondents , about 58(73.4%) and 21(26.6%) percent of the current employee respondents are married and single respectively.

In the case of ex-employee respondents, 9( 90%) were married and 1(10%) was single. In both sides majority of the respondents were married. The probability of motivation for turnover would be low compared to single ones.

**Table-3 Characteristics of Respondents**

No	Item	Characterstics	Respondents							
			Current Employees N= 79				Ex-Employees N=10			
			F	%	V	CP	F	%	V	CP
	Qualification	BA/ BSC	42	53.2	53.2	53.2	2	20.0	20.0	20.0
		MA/MSc	37	46.8	46.8	100	8	80.0	80.0	100.0
		PHD	-	-	-	-	-	-	-	-
		Total	79	100	100		10	100.0	100.0	
	2.1 Service year: in MOE	<1 Yr	6	7.6	7.6	7.6	-	-	-	-
		1-2 yrs	12	15.2	15.2	22.8	-	-	-	-
		3-5Yrs	22	27.8	27.8	50.6	3	30.0	30.0	30.0
		6-10 yrs	7	8.9	8.9	59.5	-	-	-	-
		Above10 yrs	32	40.5	40.5	100	7	70.0	70.0	100.0
		Total	79	100	100		10	100.0	100.0	
	2.2. in your last position.	<1 Yr	7	8.9	8.9	8.9	-	-	-	-
		1-2 yrs	15	19.0	19.0	27.8	-	-	-	-
		3-5 yrs	20	25.3	25.3	53.2	-	-	-	-
		6-10 yrs	21	26.6	26.6	79.7	-	-	-	-
		Above 10 yrs	16	20.3	20.3	100	-		-	-
		Total	79	100	100		-	-	-	-

As in table – 3 item 1 denoted, To ascertain academic qualification, it was categorized into three parts(BA/BSC, MA/MSc and PhD), from current employees respondents ,about 42(53.2%) were with BA/BSC and 37 (46.8%) were with MA/MSc degree holders. The ex-employees about 8(80%) were second degree holders and 2(20%) were first degree holders. Therefore, the data indicates; most of current employee respondents (58%) were first degree holders and a significant number of respondents also second degree holders. Whereas 80% of the ex-employees are second degree holders.The probability of their motivation for turnover could be high.

Current employee respondents were asked how long have they been served in the organization. As for data analyzing and interpreting of the respondent’s year of service, it was categorized into five groups. As indicated on the table-3 item 1 above, about 32 (40.5%) have served above 10 years. However, majority 42(53.2%) of the current employees are between 1-5 years services range. This shows there is high mobility .

The ex-employee response on service year distribution indicated that,7(70.0%) of respondents served more than 10 years and 3(30.0%) were served between 3-5 years in the organization,

Further question was asked to current employees different from ex-employees how long have they served at their last position to see who (the senior or novice ones) leaves the organization. In the same table of the respondents from current employees have been serving between

6-10 years 21(25.3%), between 3-5 years 20(25.3%) ,more than 10 years 16(20.3%),between 1-2 years15(19%) and 7(8.9%) less than a year have served in

the organization. This implies majority 42(53.1%) of the employees are novice ones therefore probability for turnover is high.

## **4.2 Interviewees demographic information**

The interview questions were posed for three interviewees: From HRM, the deputy head and one senior expert and the third one also deputy head of GCHO. The first two were males and the third one female .The age range of the two heads between 26-30, both of them have 8 yearservices. The HRM deputy head Qualification level is M.A degree in Health science. The deputy head Of GCHO qualification level is first degree in planning and management. The age range of HRM Senior Expert is between 35and-40, service year 12 and academic qualification level first degree level in Human Resource Management . The interview results are applied in the data analysis part wherever they are found necessaryto be triangulated.

### 4.3 Respondents Extent of Agree or Disagree on the Causes of Staff turnover

**Table -4 Demographic Variables Contribution for Staff Turnover.**

N' = No of respondents SA= strongly angry A= agree N= neutral D= disagree  
 SD = strongly agree M= mean (> 4.6 = SA, 3 to 4.6 = A , 3.3 = N, 1.99 to 3.3 = D , < 1.99 = SD)

No	Items	Sample	Response	Response Categories												
				Current employees N'= 79						Ex-employees N'=10						
				SA	A	N	D	SD	M	SA	A	N	D	SD	M	
1	Age increases has contribution to stay in the organization	89	F	5	4	3	2	1		3.42	5	4	3	2	1	3.10
		100	P	21.5	34.2	16.5	20.3	7.6			10	20.	30	30	10	
2	Gender issue (being male or female) make you leave the organization	89	F	5	11	14	28	21	2.38	-	1	1	6	2	2.1	
		100	P	6.3	13.9	17.7	35.4	26.6		-	10.	10	60	20		
3	Nothing (no experience) you gained in working at MOE.	89	F	3	6	12	39	19	2.18	-	2	-	3	5	1.9	
		100	P	3.8	7.6	15.2	49.4	24.1		-	20.	-	30	50		

Source: Questionnaire, 2016

As indicated in the table- 4 item 1 above , about 44(55.7%) the current employees responded when age increased that it had contribution for employees to stay in the organization, The ex-employees about 4(40%) responded that it had no contribution for employees to stay, and 3(30% )of them responded it had contribution for employees to leave the organization.

As it is seen,the calculated mean value of item 1 for current employees is agree (3.42) ,on the contrary the ex-employees calculated mean value is disagree (3.10) . The current employees stated that age had contribution to stay whereas ex-employees stated that it had no role.This shows that there was a significant difference between the responses of the two groups.

In the same table item 2 about 49(62%) current employees responded that gender issue didn't make employees leave the organization and the ex-employees about 8(80%) responded that it didn't make employees leave the organization.

The calculated mean value is disagree (current=2.38, ex-employees=2.4),therefore, there is no statistically significant difference between the two groups. This implies most current and ex- employees stated that gender issue had no role inthe case of employee turnover.

As indicated in the same table item-3, 58(73.4%) responded disagree/strongly disagree. The ex-employees about 8(80%) of them responded disagree/strongly disagree. This shows both current and ex-employees gained experiences while working at MOE.

The calculated mean value 2.18 for current employees was disagree and The calculated mean value 1.9for ex-employees was strongly disagree. ,therefore, there is no statistically significant difference between the two groups. This

implies most current and ex- employees stated that gender issue had no role in the case of employee turnover .

**Table- 5 Job Satisfaction Variables as a Cause of Staff turnover**

No	Items	Sample	Response	Response Categories											
				Current employees N'= 79						Ex-employees N'=10					
				SA	A	N	D	SD	M	SA	A	N	D	SD	M
				5	4	3	2	1		5	4	3	2	1	
1	Work environment not conducive	10	F	18	26	13	16	6	3.43	-	4	2	4	-	3.0
		100	P	22.8	32	16.5	20.3	7.6		-	40	20	40	-	
2	No commitment to provide you necessary things for	10	F	29	34	3	11	12	4.1	-	4	2	3	1	3.8
		100	P	36.7	43	3.79	13.9	2.5		-	40	20	30	10	
3	Interpersonal relationship between employees not good	10	F	7	26	13	21	12	2.94	-	2	-	8	-	2.4
		100	P	8.9	32	16.5	26.6	15.2		-	20	-	80	-	
4	Unmatched position with the skill & knowledge you have.	10	F	28	40	5	-	6	4.08	3	5	-	2	-	4.2
		100	P	35.4	50	8.9	24.1	7.6		30.	50	-	20	-	

As indicated on the table-5 item 1 related to work environment, about 44(49.7%)current employees responded strongly agree/ agree and 4(40%) ex- employees responded agree and disagree respectively.

The calculated mean value for current employees was agree(3.43) and for ex-employees disagree(3.0). There is a significant statistical difference between the two groups.

It is supported by the literature, it states that if the work environment is not conducive for employees' wellbeing and expectation, it can contribute to decisions to leave(Hiezer and Render 2006).

In the secondary document analysis, more than 60% of the ex-employees revealed their complain in the exit interview document that the work environment was not good especially in the provision of working materials eg ,computer, printer ,paper etc.This means the work environment was not conducive for most employees. This indicates that employees had the intention to leave the organization.

In the same table item 2 related to organizational commitment, about 63 (79.7%) current employees responded strongly agree/agree and the ex-employees about 6(60%) of them were not happy.

The calculated mean value 4.1 for current employees was(agree) and the calculated mean value 3.8 for ex-employees was (agree). Therefore, there was no significant statistical difference between the two groups.

This implies most current and ex-employees were not happy with the commitment of the organization to provide necessary things to perform job. This could have a probability of motivation for turnover, Xaba(2003).

According to table 5 item 3 regarding interpersonal relationship between employees, about 33(41.8 %) and 33(41.8 %) current employees responded agree / disagree respectively and then about 8(80%) of the ex-employees responded disagree with the statement .Therefore , the calculated mean value for current employees is disagree(2.94) and for ex-employees disagree(2.4) .It means there is no significant difference between responses of the two groups.

The interview conducted with HRM deputy head, indicated that most employees have good interpersonal relationships though individual personality determines.

This indicates the interpersonal relationship of the employees in the organization was good for most employees, therefore, it could not be a case for employees to leave the organization.

In the same table 5 item 4, regarding the unmatched position with the skill and knowledge employees had, about 68(86.5%) current employees responded strongly agree/ agree, and the ex- employees about 8(80%) responded agree with the statement.

The calculated mean value for current employees was 4.08 (agree) and for ex-employees 4.2 (agree). There was no significant difference between the two groups of respondents' responses .

The interview made with the HRM deputy head shows that a significant number of managers were not qualified in the subject appropriate to the position they were assigned. For instance, for the HRM directorate of the organization, in the last four years about 5 managers were assigned in various times but all of them left. In the first place, they were not qualified

in human resource or management. It was clear that they had a managerial skill and knowledge gap to lead. This also could have a contribution for employees to leave. These implies the assignment of the unmatched position with the skill and knowledge employees had could be one of a case to motivate employees to leave the organization.

**Table – 6, Payment and Incentives variables as a Cause of Staff Turnover**

No	Items	Sample	Response	Response Categories											
				Currnt employees N'= 79						Ex-employees N'=10					
				SA	A	N	D	SD	M	SA	A	N	D	SD	M
				5	4	3	2	1		5	4	3	2	1	
1	The pay system not suitable as it is not based on performance appraisal	89	<b>F</b>	37	27	7	5	3	4.14	3	4	-	2	1	3.6
		100	<b>P</b>	46.8	34.2	8.9	6.3	3.8		30	40	-	20	10	
2	Inadequate salary and other benefit make you leave	89	<b>F</b>	39	34	-	3	3	4.3	5	4	-	1	-	4.01
		100	<b>P</b>	49.4	43.0		3.79	3.79		50	40	-	10	-	
3	The rewards are not based on fairness & performance evaluation.	89	<b>F</b>	32	35	-	8	4	4.08	2	6	1	-	-	3.7
		100	<b>P</b>	40.5	44.3		10.1	5.1		20	60	10	-	-	
4	No hope of obtaining better benefit in the future.	89	<b>F</b>	33	26	12	4	4	4.01	-	1	6	2	1	2.7
		100	<b>P</b>	41.8	32.9	15.2	5.1	5.1		-	10	60	20	10	
5	Availability of higher paying jobs outside	89	<b>F</b>	40	25	6	6	2	4.20	3	4	1	2	-	3.8
		100	<b>P</b>	50.6	31.6	7.6	7.6	2.5		30	40	10	20	-	

In the table 6 item 1 related to ways of pays about 64(81%) current employees responded strongly agree/agreed. 7(70%) ex-employees responded agreed with the statement. The calculated mean value for current employees was 4.14 (agree) and for ex-employees was 3.6 (agree). There was no significant difference between the two groups.

This finding is supported by the literature that states pay system where by employees can be satisfied or dissatisfied with the organization (Herbert, et al., 2000)

This implies the pay system of the organization was not suitable for majority of employees and it was not based on performance evaluation. It could be a case for employees to leave the organization.

As stated in the same table item 2 regarding inadequate salary, about 73(92.7%) current employees and 9(90%) of the ex-employees also responded strongly agree and agree in the same way. To summarize majority of the respondents were not satisfied with the salary they earn.

The calculated mean value for current employees was 4.3 (agree) and the calculated mean value 3.8 for ex-employees was (agree). Therefore, there was no significant difference between the two groups.

The interview conducted with the HRM and GCHO deputy heads HRM senior expert indicated that the inadequacy of salary is a big issue. Employees in the organization express their interest for salary increment in every possibility and encounter they get. As they are challenged by the market condition compared to other better paying organization employees. Furthermore, there are no different mechanisms which can compensate this. This situation induces the professional skilled employees to look for better job opportunity outside. This in turn costs the organization in many ways.

Literatures supports the findings that stated organizations pay level has a potentially important direct influence on voluntary turnover (Herbert, Donald, John and Lee,2000) .

This implies inadequate salary was one of the major factors for staff turnover in the organization.

In the same table item 3 regarding the fairness of providing rewards to employees, about 67(84.8%) current employees and 9(90%)the ex-employees responded strongly agree and agree.

As it is seen in the same table a large number of current employees' (calculated mean value 4.08) was agree and for ex-employees(calculated mean value 3.7) was agree. There wasn't any significant difference between the two.

The interview conducted with the HRM deputy head and one senior expert denoted that the practice of giving rewards of incentives to employees is crucial. However, it is not consistent, the requirement should be based on performance evaluation to benefit the organization as retention mechanism. If not it could be a cause for employees to leave the organization

This shows the rewards of incentives provided in the organization were not based on fairness and performance evaluation. This could be a case for leaving.

In the same table item 4 related to no-hope of obtaining better benefit in the future about 59(73.7%) current employees and 6(60%)the ex- employees responded neutral.

Majority of current employees'(calculated mean value 4,01) was agree, on the contrary for ex-employees' (calculated mean value 2.7) disagree. Therefore, there was a statistically significant difference between the two groups.

On the open-ended question the current employees stated that the employees income in this organization merely a monthly salary. No other extra income or incentive provided from the organization or any arrangement was not made to compensate the low salary. Because of this employees couldn't expect and envisage the hope of obtaining better benefit in the future.

This implies the overall situation does not allow most employees to imagine hope of obtaining better benefit in the future in staying in the organization rather triggers them to leave. Indeed, a significant number of employees thought that had no role for leaving the organization.

In the same table item 5 concerning the availability of higher paying job about 65(82.2%) current employees responded agree. The ex-employees about 7(70%) responded agree .

The current employees' (calculated mean value 4.2) was agree and the ex-employees'(calculated mean value 3.8) was agree. Therefore, statistically there was no difference between the two groups.

The interview conducted with HRM deputy head and one senior expert indicated that employees used to use availability of higher paying job as a means to increase monthly income and to change their work atmosphere. Many of the experienced professionals of the organizations have joined banks, universities NGOs and construction projects because they paid better salary than MOE did .

This indicates the availability of higher paying job motivated employees to leave the organization and it is one of the major cases of staff turnover.

**Table – 7 Professionalism and Seniority (Variables) Contribute for Staff Turnover**

No	Items	Sample	Response	Response Categories											
				Current employees N= 79						Ex-employees N=10					
				SA	A	N	D	SD	M	SA	A	N	D	SD	M
				5	4	3	2	1		5	4	3	2	1	
1	Senior professionals interest to stay is high	10	<b>F</b>	8	16	17	27	11	2.78	-	-	-	8	2	1.8
		100	<b>P</b>	10.1	20.3	21.5	34.2	13.9		-	-	-	80	20	
2	Novice professionals interest to leave is high	10	<b>F</b>	18	26	16	17	2	3.52	-	1	2	5	2	2.2
		100	<b>P</b>	22.8	32.9	20.3	21.5	2.5		-	10	20	50	20	
3	All professionals are aware of turnover	10	<b>F</b>	40	25	6	6	2	4.2	8	2				4.8
		100	<b>P</b>	50.6	31.6	7.6	7.6	2.5		80	20	-	-	-	
4	Your higher Educational qualification make you leave	10	<b>F</b>	8	21	19	22	9	2.96	-	4	1	5	-	2.2
		100	<b>P</b>	10.1	26.6	24.1	27.8	11.4		-	40	10	50	-	
5	Lack of assistance programs make you leave .	10	<b>F</b>	14	25	24	16	-	3.46	-	1	7	2	-	2.7
		100	<b>P</b>	17.7	31.6	30.4	20.3	-		-	10	70	20	-	
6	training and development practices are not dependable and appropriate	10	<b>F</b>	20	49	-	8	2	3.5	3	5	1	1	-	4
		100	<b>P</b>	25.3	62.0	-	10.1	2.5		30	50	10	10	-	

In the table 7 item 1 related to professionalism and seniority variables contribution for turnover, about 38(48.1%) responded disagree. The ex-employees about 8(80%) of them responded disagree.

The current employees' (calculated mean value 2.78) was disagree and for the ex-employees (calculated mean value 1.8) was strongly disagree. There was no significant difference between the two groups.

This means the senior professionals interest was not to stay rather wait until they get better opportunity to leave the organization. It implies that the organization had no retention mechanisms for senior and experienced professionals.

In the same table item 2 related to novice professionals, about 44(55.7%) Current employees responded agree. Despite a significant number of the ex-employees about 7(70%) responded disagree.

The current employees' (calculated mean value 3.52) was agree and the ex-employees' (calculated mean value 2.2) was disagree. Therefore, there was a statistically significant difference between the two groups.

This implies although majority of novice professionals wanted to get experiences they were not interested to stay in the organization.

In the same table item 3 related to the employees awareness of staff turnover, about 45(56.9).4%) current employees responded strongly agree. The ex-employees about 10(100%) responded strongly agree and agree respectively.

The current employees' (calculated mean value 4.2) was agree and the ex-employees (calculated mean value 4.8) was strongly agree. Statistically, no significant difference between the two groups.

The interview conducted with the two deputy heads and one senior expert indicated that two different ideas. According to the GCHO deputy head, the management is not aware of because no possible movement seen to reduce the problem.

Whereas according to the human resource deputy head and senior experts, All the professionals are well aware of employees turnover in the organization. As the mobility and resignation of skilled and experienced man power made the organization unsuccessful in the process of achieving its mission. In this process employees submit application letters to HRM directorate to let know their resignation and to obtain letter of work experience, from this and the exit interview documents, the management get information in addition to the HRM report. The other employees also get the awareness from their formal informal side talks and other available accesses. For all this majority of the employees were aware.

This shows the existence of high staff turnover in the organization was a common knowledge for most employees.

In the same table item 4 higher education qualification, about 31 (39.2%) current employees responded disagree and strongly disagree. The ex-employees about 5 (50%) responded disagree.

The current employees' (calculated mean value 2.96) was disagree and the ex-employees (calculated mean value 2.2) was disagree. There wasn't any statistical difference between the two groups.

It implies the higher education qualification was not a case for majority of the employees to make them leave the organization.

In the same table item 5 regarding lack of assistance programs in the organization, about 39 (49.3%) current employees responded agree. Whereas about 7 (70%) of the ex-employees responded neutral.

The current employees' (calculated mean value 3.46) was agree and the ex-employees' (calculated mean value 2.7) was disagree. There was a statistically significant difference between the two groups.

This indicates there were employees who left due to lack of assistance programs and there were other employees who didn't consider it as a case to leave the organization.

In the same table item 6 related to training and development, about 69(77.3%) of the current employees responded agree. Whereas about 8(80%) of the ex-employees responded agree.

The current employees' (calculated mean value 3.5) was agree and the ex-employees' (calculated mean value 4.0) was agree. Statistically no significant difference between the responses of the two groups.

The interview conducted with the two deputy heads and one expert indicated similar ideas. Trainings were conducted in various times with in and out of the organization every year though it was not timely especially for new employees. The appropriation of the training to individuals is a big question. Because it was provided always with one fit for all type of approach that couldn't consider individual needs or gaps.

In the open ended question majority of employees stated that not only their appropriation problem but also they were not provided fairly for employees.

This implies for majority of the employees, training and development practices were not provided fairly and in a way that supports them at work. This also can be a case for leaving the organization.

#### 4.4 Respondents extent of agree or disagree on the Effects(problems)of Staff Turnover

##### At MOE

Table –8The Effect(Influence) of Staff Turnover in the Organization

No	Items	Sample	Response	Response Categories											
				Current employees N'= 79						Ex-employees N'=10					
				SA	A	N	D	SD	M	SA	A	N	D	SD	M
	High turnover:			5	4	3	2	1		5	4	3	2	1	
1	Reduces the work Productivity	89	F	40	27	8	3	1	4.2	5	4	-	1	-	4.3
		100	P	50.6	34.2	10.1	3.8	1.3		50.	40	-	10	-	
2	discourages employees	89	F	19	31	15	11	3	3.65	2	7	-	1	-	4
		100	P	24.1	39.2	19	13.9	3.8		20.	70	-	10	-	
3	increases loss of skilled & experienced, employees	89	F	45	24	7	3	-	4.4	7	2	-	-	1	4.4
		100	P	56.9	30.4	8.9	3.8	-		70.	20	-	-	10.	
4	incurs cost	89	F	35	23	3	10	9	3.8	2	5	-	2	1	3.5
		100	P	44.3	29.1	3.8	12.7	11.4		20	50	-	20	10	
5	increases work load for the remaining employees	89	F	28	35	7	7	2	4.1	1	5	3	1	-	3.6
		100	P	35.4	44.3	8.9	8.9	2.5		10.	50		10	-	
6	senior employees spent much time in training new staff	89	F	13	28	23	12	3	3.45	-	2	1	7	-	1.7
		100	P	16.5	35.4	29.1	15.2	3.8		-	70	20	10	-	
7	breaks teamwork	89	F	21	37	13	6	-	3.66	1	4	4	1	-	3.4
		100	P	26.6	46	16.5	10.1	-		10.	40	40	10	-	

As in table 8 related to observed problems because of high staff turnover , regarding item 1, reduce the work productivity, about 67(84.8%) current employees responded strongly agree/ agree. The ex-employees about 9(90%) responded strongly agree /agree.

The current employees' (calculated mean value 4.2) was agree and the ex-employees'(calculated mean value 4.3) was agree. There was no significant difference between the two groups.

This implies the organization had no enough man power to minimize cases that made reduce its productivity. Thus it could be a case for the remaining employees to lose commitment and to leave the organization.

As stated above in the same table item 2,discourage employees from remaining loyal, about50(63.3%) current employees responded agree and about 9(90%) the ex-employees responded strongly agree / agree.

The current employees'(calculated mean value 3.65) was agree and the ex-employees' (calculated mean value4.0) was agree No statistical difference between the two groups.

This implies for majority of the employees, high staff turnover discourage employees from remaining loyal and devoted to the organization and this could be a case for termination.

In the same table item 3, loss of experienced and skilled manpower, about 69 (87.4%) current employees and about 9(90%) the ex-employees responded strongly agree/ agree.

The current employees' (calculated mean value 4.4) was agree and the ex-employees'(calculated mean value 4.4) was agree. No significance difference between the two groups.

The interview conducted with the HRM deputy head and the senior expert they stated in the words one of the main problems of the organization was loss of skilled and experienced man power.

This shows high staff turnover increased a loss of high skilled and experienced employees in the organization. This also could be a case for the remaining employees to lose hope of the future and to have the intention of leaving the organization.

As can be seen in the same table above item 4, related to cost incur about 58(73.4%) current employees responded agree and 7(70%)of ex-employees responded agree ,

The current employees(calculated mean value 3.8) was agree and the ex-employees(calculated mean value 3.5 ) was agree . There was no significant difference between the two groups.

The interview conducted with HRM deputy heads and the senior expert reflected that high staff turnover incurred costs to the organization for training (allowance and refreshments) induction, recruitment and selection, trainers payments, contractual employees payments and for advertisements . According to the HRM deputy head because of high staff turnover MOE incurred only for advertisements 80,000 Birr, and for training 600,000 Birr to the minimum annually

This implies the organization incurred high cost because of staff turnover.

On the above table item 5, concerning increase work load, about 63(79.7%) current employees and 6(60%) ex-employees responded agree/agree.

The current employees (calculated mean value 4.1) was agree and the ex-employees' (calculated meanvalue3.6) was agree., there was not any statistically significant difference between the two groups.

This implies high turnover increasedwork load on the remaining employees of the organization and also a case for employee turnover.

In the same table item 6, regarding senior employees spent too much time in training new employees , about 41(51.9%) current employees responded agree and 7(70%) ex-employees respondeddisagree.

The current employees'(calculated mean value 3.45) was agree and the ex-employees'(calculated mean value1.7) was strongly disagree.

There was a statistically significant difference between the two groups.

This indicates for current employees it was a case for senior employees not to carry out their activities as per their plan rather they spend too much time in training new staff members in the organization. Whereas for ex-employees,it was nota case to train new employees.

As in the same table,item 7 related to team work,about 58(73.1%) current employees and about 5(50%)ex-employees responded strongly agree/agree.

The current employees'(calculated mean value 3.6) was agree and the ex-employees'(calculated mean value 3.4)was agree.

There wasn't any statistically significant difference between the two groups.

In the interview conducted with HRM deputy head and one senior expert, their statement had similarity with each other and to the questionnaire respondents. According to the d/head, the organization was losing experienced and skilled man power from time to timefor multiple reasons such as low salarysalary, lack of incentive packages, alternate job opportunities,lackofbettertraining , manager-employee poor relationship etc.When many experiencedand skilled employees leave the organization,it has a detrimental effect on the work productivity of the organization. Above all, it discourages employees' moral to remain loyal to the organization.

The literature also supported these ideas, When employees are aware that their position is not secured it has a tendency to bring about low productivity (performance) in the organization (Tim and Bruce , 2008).

Generally this implies, high staff turnover brought a negative effect on the organization as a result of loss of experienced and skilled employees, loss of work productivity,increase work load on the remaining employees, and breaks team work atmospherein the organization.

## 4.5 Respondents Extent of Agree or Disagree on the Manager-Employees Relations

Table 9 Manager- employee relationship of staff turnover in the Organization

No	Items	Sample	Response	Response Categories											
				Current employees N'= 79						Ex-employees N'= 10					
				SA	A	N	D	SD	M	S A	A	N	D	S D	M
				5	4	3	2	1		5	4	3	2	1	
1	No good relationship b/n managers & employees	89	F	18	23	20	13	5	3.45	-	6	2	2	-	3.4
		100	P	22.8	29.1	25.3	16.5	6.3		-	60	20	20	-	
2	Managers are fair, reasonable and supportive	89	F	5	6	10	21	37	2.0	-	1	1	7	1	2.2
		100	P	6.3	7.59	12.6	26.48	48.1		-	10	10	70	10	
3	Provided orientation creates a realistic work expectation	89	F	8	12	-	25	24	2.08	-	2	1	7	-	2.7
		100	P	10.1	15.1		31.6	30.3		-	70	20	10	-	
4	Orientation reduce anxiety & creates positive attitude	89	F	22	30	15	11	1	3.77	-	4	5	1	-	4.2
		100	P	27.8	38.	19.0	13.9	1.3		-	40	50	10	-	
5	Your inputs are not appreciated	89	F	21	32	10	13	3	3.69	1	7	1	2	-	4.0
		100	P	26.5	40.5	12.6	16.5	3.8		10	70	10	20	10	
6	No timely feedback for how you are challenged	89	F	15	27	17	20	-	3.47	2	4	2	2	-	3.6
		100	P	19.0	34.2	21.5	25.3	-		20	40	20	20	-	
7	The top management allow employees to participate in decision making	89	F	12	20	-	33	14	3.17	1	2	-	2	5	2.5
		100	P	15.2	25.3	-	41.7	17.7		10	20	-	20	50	

Regarding the overall relationship between manager and employees , as it is indicated in table 9 item 1 related to manager-employees relationship, about 41(51.9% )current employees responded strongly agree/agree and about 5(50%)ex-employees responded agree.The current employees'(calculated mean value 3.45) was agree and the ex-employees'(calculated mean value 3.4) was agree. There wasn't any statistically significant difference between the two groups.

In the interview conducted with HRM deputy head and senior expert, they were asked concerning manager–employee relationship in the organization, they expressed that there are factors that employees value about managers: trust, transparency, fairness and supportiveness. If employees find these qualities from their manager, relationships would be smooth, industrial peace will prevail in the organization. S/he might meet employees expectation by creating conducive work environment,providing proper orientation, feedback, recognition and sensitization to support employee .This in turn motivates employees to be committed, increase productivityand over all performances of the organization can be improved.According to the deputy head, confirmation from experience, significant number of turnover cases are due to poor relationship between manager and leavers though there are multiple reasons for the issue as well. Managers are expected to follow suitable leadership style in their responsibility area.

Literature supports these idea, it states that unfavorable leadership practices is one of a basic reason for employees to leave (Jane ,Namusonge and Mike,2912).

According to the findings from the questionnaire and interview, most respondents confirmed the relationship between manager and employees was not good.

This implies majority of the respondents believed that most employees had no harmonization with their manager and could be a case for termination for potential and skilled man power in the organization.

In the same table item 2 ,related to managers' fairness , supportiveness and reasonability, about 5-8(74.58%)current employees responded disagree . Whereas about 8(80%)ex-employees responded disagree.

The current employees'(calculated mean value 2.0) was agree and the ex-employees'(calculated mean value 2.2)was disagree.

There wasn't any statistically significant difference between the two groups

On the open-ended questions among the comments that employees forwarded to managers was blames for their unfairness, and unsupportiveness to their employees. Especially, on providing training opportunities that come from abroad.

This implies managers of the organization were not fair, supportive and reasonable for majority of the respondents. This in turn negatively affects the organization and it could be a case for employees leaving the organization.

As indicated in the same table item 3 related to provided orientation that creates realistic work, about 49(61.9%) current employees responded disagree and about 7(70%) ex-employees responded disagree.

The current employees'(calculated mean value 2.08) was disagree and the ex-employees'(calculated mean value 2.7)wasdisagree. There wasn't any statistically significant difference between the two groups

This indicates the provided orientation could not help for the majority of the respondents in creating realistic work expectation, view of the organization, its objectives, mission and hence employees would not know beforehand what they are going to do and find out.

In the same table item 4 related to the importance of provided orientation for new employees, about 52(65.5%)current employees responded agree and about 9(90%)ex-employees responded agree .

The current employees'(calculated mean value 3.77) was agree and the ex-employees'(calculated mean value4.2)was agree.

There wasn't any statistically significant difference between the two groups

The interview conducted with HRM deputy head stated that first of all no argument, orientation is highly important especially for new employees, and we have been doing it in the induction form though it was not timely and supported by gap analysis.

This implies majority of the respondents from both groups knew the provided orientation was helpful to new employees to reduce anxiety and create positive attitude towards the organization if it is done appropriately.

As stated on the above table item 5 regarding employees inputs not appreciated in the organization, about 53(67%) current employees and about 8(80%) ex-employees responded agree .

The current employees' (calculated mean value 3.69) was agree and the ex-employees' (calculated mean value 4.9) was agree. There was not any statistically significant difference between the two groups.

This indicates majority of the respondents were not given recognition (appreciation) for their inputs in the organization. This would not motivate employees to participate in team work and in the process of increasing productivity in MOE rather it contributes for separation.

In the same table item 6 related to giving timely feedback for employees, about 42(53%) current employees responded agree and about 6(60%) ex-employees responded agree.

The current employees' (calculated mean value 3.47) was agree and the ex-employees' (calculated mean value 3.6) was agree. Therefore, there was no significant difference between the responses of the current and ex-employees..

This shows feedback and resignation, for how respondents were challenged with their work, were not given timely. Hence, employees would not get motivated to be committed in their work in the organization.

In the same table item 7 related to the management to participate employees in the decision making, about 47(59.4%) current employees and 7(70%) of the ex-employees responded disagree and disagree respectively.

The current employees' (calculated mean value 2.96) was disagree and the ex-employees' (calculated mean value 2.5) was disagree. Therefore, there was no significant difference between the responses of the current and ex-employees.

However, employees participation in decision making is a mechanism to reduce turnover, the management didn't allow employees to participate in decision making.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

This chapter summarizes the main findings of the study and provides recommendations based on the findings and conclusions. The main purpose of this study was to assess the major causes for inline and supporting professional staff turnover and to find the observed problems (effects) because of staff turnover at MOE. To this end, the following basic questions were formulated.

What are the major causes of staff turnover in FMOE?

What effects are observed as a result of staff turnover?

In order to deal with the basic research questions, relevant literatures were revised to investigate what had so far been done in relations to the problems, secondary sources (document analysis) was conducted, internet was used to get latest information related to the problems under the study. To do the study two types of instruments were used for data gathering purposes (questionnaire and interview).

To complete the study successfully, The Federal Ministry of Education and its branch ICTE were chosen as a place to conduct the study.

The statistical tools used to analyze the data were percentages and calculated mean value. The analysis that went through all these mechanisms came up with the following major results.

#### **5.1 Summary of the findings**

5.1.1 Among 92 subjects of the study 84 (89.1%) (74 males and 7 females) were recurrent employees and 10 (9 males + 1 female) were also ex-employees

- 5.1.2 Regarding age: it was divided in to 5 ranges of categories majority 36(45.6%) of current employees and 6(60%) of Ex-employees were within the age range of above 40 years.
- 5.1.3 Concerning marital status 58(73.4%) of current employees and 9(90%) of Ex-employees were married.
- 5.1.4 Regarding respondents qualification 42(53.2%) of current employees and 2(20%) of Ex-employees were first degree holders. The rest 37(46.8%) current and (80%) of Ex-employees were second (master) degree holders.
- 5.1.5 With regard to work experience at MOE, 32(40.5%) of current employees and 7(70%) of Ex-employees service year was above 40 years range. The work experience in the last position in 21(26.6%) of current employees were within the range of 6-10 years.
- 5.1.6 The finding indicated that the annual average rate of professional employees with in the last four years' time (2004 E.C to 2007 E.C) was 10 percent, but in 2007 the last two months (May and June) were not included because of document access problem.
- 5.1.7 Factor related to causes of staff turnover were control and uncontrol. The control factors were economical, poor management (lack of good governance) and lack of good working conditions. The uncontrol factors; the available alternate job opportunity and the availability of higher paying jobs outside. Related to economic factors include inadequate salaries, the unavailability of motivational mechanisms for employees to compensate, no hope of obtaining better benefit in the future in the organization.

Poor management related factors: employees were not satisfied with the unmatched position with the skill and knowledge they had, rewards of

incentives were not provided based on performance evaluation, increased loss of experience and skilled man power, the pay system of the organization not suitable for employees as it was not based on performance evaluation, majority of the professional employees were aware of the high staff turnover of the organization, both senior and novice professionals were not interested to stay in the organization, training and development were not provided fairly and in a way to support employees at work, grievance handling system of the organization was unfair, qualification and experience were not used for employees promotion in the organization.

Related to external factors as a cause of staff turnover were another alternate job opportunities outside and available higher paying jobs outside.

5. 1.7 With regard to problems observed as the results (effects) of staff turnover include, reduce work productivity, incurred cost, increased workload on the remaining employees, discouraged employees from remaining loyal to the organization, increased loss of very experienced and skilled employees spent too much time in training new staff members and of course broke team work atmosphere and moral of employees to remain loyal to their organization.

5.1.8 Related to the way of management and employees relationship in the organization include: managers were not fair and reasonable and supportive, no good relationship between managers and employees though there were good internal relationship among employees, employees' inputs were not recognized (appreciated) in the organization, the grievance handling system of the organization was not fair though disciplinary procedures were laid well, orientation was not given timely and appropriately to create realistic work expectation on the employees mind and to help new employees to

reduce anxiety and create positive attitude towards the organization. Constructive feed-backswerenotgiven for employees based on their performance.

5.1.9 In relation to lack of good working conditions the ways of manager and employees view the job of employees include: no employees participation in decision making, no arrangement of flexible working environment, no freedom of innovative thinking at work.

5.1.10 Related to the available motivational mechanisms in the organization include: educational opportunity to upgrade ones qualification, providing transport service (not consistent), cafeteria service (in low cost), provision of sanitation materials (soap and soft) and holiday money from the cafeteriaservice profit earned.

5.1.11 As depictedin theresult,the principal reasons that forced professionalemmployees to leave the organization: inadequate salary , that was the most important reason for employees to leave the organization, the second widely accepted reason was training and development were not given fairly and appropriately to support employees, the third one was employees were not satisfied with the unmatched position and the skill and knowledge they had, rewards of incentives provided in the organization were not based on fairness and performance evaluation was the fourth and the effects because of staff turnover were: increased loss of experienced and skilled man power in the organization , reduced the work performance, increased work load for the remaining employeesand breaks team work .

## **5.2 Conclusion**

5.2.1 The major causes of staff turnover were the internal and external causes. The internal included inadequate Salary and the benefit packages, rewards of

incentives which were not given based on fairness and performance evaluation especially mismatched of the inadequate salary paid for employees and the market condition challenged the living of employees compared to other organizations employees. The other management related factors include: employees were not satisfied with the unmatched position and the skill and knowledge they had, training and development were not provided fairly and appropriately, increased loss of skilled and experienced man power and reduced work productivity in the organization. The external causes were alternate jobs outside and available higher paying jobs outside. All these economic and management related problems forced employees to see different possibilities outside for leaving. Therefore, no commitment to increase productivity in the organization.

5.2.2. The observed problems (effects) due to staff turnover in the organization such as reduced work productivity, loss of experienced employees, increased work load on the remaining employees and incurred cost in the organization made employees insecure and instable in the work place. This in turn induced them to leave. This condition also increased the rate of staff turnover in the organization.

5.2.3. The ways of relationships between managers and employees were not good. As managers were not fair, reasonable and supportive to make orientations be provided timely to create realistic work expectation and view of the organization and its objectives in addition to help the new employees to reduce anxiety and create positive attitude towards the organization, employees inputs were not appreciated in the organization, grievance handling systems in the organization were not fair, however, the disciplinary procedure were laid well. Constructive feedbacks were not given for employees' based on their performance. Therefore, all this factors created

employees dissatisfaction and triggered them to use the organization as a stepping stone until they get a better job opportunity outside.

5.2.4. Related to the available motivational mechanisms in the organization include: educational opportunity to upgrade ones qualification, providing transport services (not consistent), cafeteria services (in low cost), provision of sanitation materials (soap and soft paper) and provision of money on holidays from cafeteria service profits earned. But all these were not sufficient to reduce staff turnover in the organization. Hence employees did not have a belief on the presence of motivational mechanisms that reduce staff turnover in the organization.

### **5.3 Recommendations**

On the basis of the summary of findings and conclusions of the study the following possible solutions are suggested to reduce staff turnover, maximize employees retention , and make the practice of work effective and efficient in the organization.

5.3.1 The top management should reduce staff turnover in order to improve organizational productivity by minimizing the causes of staff turnover and insuring :

- a) Reasonable and market related salary is paid to employees in the organization.
- b) Assign employees to different positions based on their qualification, skill and knowledge employees have. It is indispensable to set clear, achievable goals and standard for each position and be known to employees.
- c) Training and development should be given fairly and appropriately that considers individual needs to support in their work.

5.3.2 As managers were not supportive, fair and reasonable for employees, the relationship between them was not good, to make this smooth and conducive for working conditions, the top management should arrange training on managerial skills and provide to managers.

5.3.3 Management should motivate employees to stay in the organization and convince employees that they will get better benefit in the future than currently do.

5.3.4 Management should motivate employees to stay in the organization and convince employees to get in the future better benefits than the current benefit.

5.3.5 The management should allow employees to participate in decision making to make them feel sense of belongingness to their organization.

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## **APPENDICIES**

### **APPENDIX A**

**Addis Ababa University**

**College of education and behavioral studies**

**School of Graduate Studies**

**Department of Educational Leadership and Management**

*Questionnaire to be filled by **Current -employees of MOE***

Dear respondent,

The purpose of this questionnaire is to collect relevant data for the study entitled “**Causes and Effects of Staff Turnover in the Federal Ministry of Education**” for the partial fulfillment of MA degree in educational Leadership and management. The effectiveness of the study depends on your careful and genuine responses of each question. The outcome of the study will be used for suggesting possible solutions to problems identified while conducting this study. Therefore, I would like to request you to share your precious time to fill in the questionnaire.

Notice: -

It is not important to write your name. I can assure you that the information you give will be kept confidentially and used for academic purposes only.

Please, circle your appropriate answer for each question from the given alternatives that follows and write on the space provided for those open-ended questions which require your comment.

For further details do not hesitate to contact me:

**Mobile: 0913541436; Email: tsegawberhanu@yahoo.com**

*Thank you in advance for the time you spend in cooperation to fill the questionnaire.*

**Part I. General Back ground Respondents (Demographic information)**

**1. Age group**

Below 25  31 to 35   
26 to 30  36 to 40   
Above 40

**2 .Sex**

Female  Male

**3 .Marital Status**

Single  Married

**4 .Qualification**

BL/BA/BSC  MA/MSC  PhD

**5 . Year of service in MOE**

Less than 1 Year  2 to 5 years   
1 to 2 years  5 to 10 years   
More than 10 years

**2. Year of service in your last position**

Less than 1 year  2 to 5 years   
1 to 2 years  5 to 10 years   
More than 10 years

**Part II. Please Rate the following statements and circle the numbers in the box accordingly**

5= strongly agree(SA)

4= Agree (A)

3= Neutral(N)  
2= Disagree(D)

1= Strongly disagree (SD)

Items regarding causes of staff turnover inventories that made employees leave the organization are listed below and circle your choice from the alternatives.

No	Items	A	A	N	D	D
		5	4	3	2	1
I	Causes of staff Turnover related to demographic information					
	Cases related to demographic variables for employees leaving or staying the organization(MOE)					
1	When age increases it had contribution for employees to stay in the organization	5	4	3	2	1
2	Gender issue make you leave the organization	5	4	3	2	1
3	Nothing you gain when you are working at MOE	5	4	3	2	1
II	Causes of staff Turnover related to different work cases					
	Cases related to Job satisfaction factors for employees leaving or staying the organization					
4	You are not satisfied with the work environment of	5	4	3	2	1
5	You are not satisfied with MOE's commitment to provide you things necessary for performing your job.	5	4	3	2	1
6	You are not satisfied with the interpersonal relationship between employees of MOE.	5	4	3	2	1
7	You are not satisfied with the unmatched position with the skill & knowledge you have.	5	4	3	2	1
	Cases related to payment and incentive factors for employees leaving MOE					
8	The pay system of MOE doesn't suit you stay as it was not based on seniority & performance appraisal	5	4	3	2	1
9	Inadequate salary and other benefit make you leave	5	4	3	2	1
10	The rewards of incentives provided by the organization are not based on fairness & performance	5	4	3	2	1
11	No hope of obtaining better benefit in the future make you leave MOE.	5	4	3	2	1
12	The availability of higher paying jobs outside make you leave the organization	5	4	3	2	1
	Cases related to professionalism and seniority factors for employees leaving MOE					
13	Senior professionals interest to stay at MOE is high	5	4	3	2	1
14	Novice professionals interest to leave the organization was high	5	4	3	2	1

No	Items	A	A	N	D	D
		5	4	3	2	1
15	All professionals are aware about turnover of the organization	5	4	3	2	1
16	Your higher Educational qualification make you leave the organization	5	4	3	2	1
17	Lack of assistance programs in the organization make you leave MOE	5	4	3	2	1
18	Provided training and development practices are not dependable and appropriate to support employees of MOE	5	4	3	2	1
	Cases related to variables of effects observed on the organization as a result of staff turnover					
19	High staff turnover reduces the work productivity in the organization	5	4	3	2	1
20	Staff turnover discourages employees from remaining loyal to the organization	5	4	3	2	1
21	Staff turnover increases loss of very experienced & skilled employees in the organization.	5	4	3	2	1
22	High staff turnover increases work load for each of the remaining employees in the organization.	5	4	3	2	1
23	High Staff turnover incurred costs	5	4	3	2	1
24	Because of staff turnover senior employees spent too much time in training new staff members	5	4	3	2	1
25	High staff turnover break team work in the organization	5	4	3	2	1
IV	Cases related to Staff/manage for employees leaving MOE.					
26	There is no good relationship between managers and employees in the organization	5	4	3	2	1
27	Managers were fair, reasonable and supportive for employees.	5	4	3	2	1
28	Provided orientation helps you in creating realistic	5	4	3	2	1
29	Provided orientation for new employees can reduce anxiety and created positive attitude towards MOE	5	4	3	2	1
30	Your inputs are not appreciated in the organization	5	4	3	2	1
31	No timely feedback and resignation for how you are challenged with your work from amazement	5	4	3	2	1
32	The top management allows employees to participate in decision making	5	4	3	2	1
33	You stay at MOE because you have no other job opportunity	5	4	3	2	1
34	Qualification and experience are not considerable for promotion	5	4	3	2	1

## **V. Concerning Motivational Mechanisms**

35. Is there motivational mechanism in MOE? Yes/No

36. If Your respond for item number “35” is yes, mention some of the motivational mechanisms at MOE

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If you have any other comment or different answer, please write here under (by citing the question No.) .

**APPENDIX B**  
*Addis Ababa University*  
*College of education and behavioral studies*  
*School of Graduate Studies*  
*Department of Educational Leadership and Management*  
*Questionnaire to be filled by Ex-employees of MOE*

Dear respondent,

The purpose of this questionnaire is to collect relevant data for the study entitled “Causes and Effects of Staff Turnover in the Federal Ministry of Education” for the partial fulfillment of MA degree in educational Leadership and management. The effectiveness of the study depends on your careful and genuine responses of each question. The outcome of the study will be used for suggesting possible solutions to problems identified while conducting this study. Therefore, I would like to request you to share your precious time to fill in the questionnaire.

Notice: -

It is not important to write your name. I can assure you that the information you give will be kept confidentially and used for academic purposes only.

Please, circle your appropriate answer for each question from the given alternatives that follows and write on the space provided for those open-ended questions which require your comment.

For further details do not hesitate to contact me:

Mobile: 0913541436; Email: tsegawberhanu@yahoo.com

Thank you in advance for the time you spend in cooperation to fill the questionnaire.

**Part II. General Back ground Respondents (Demographic information)**

**1. Age group**

Below 25       31 to 35

26 to 30

36 to 40

Above 40

**2 .Sex**

Female

Male

**3 .Marital Status**

Single

Married

**4 .Qualification**

BL/BA/BSC

MA/MSC

PhD

**5 .Year of service in MOE**

Less than 1 Year

2 to 5 years

1 to 2 years

5 to 10 years

More than 10 years

**Part II. Please Rate the following statements and circle the numbers in the box accordingly**

5= strongly agree (SA)

2= Disagree (D)

4= Agree (A)

1= Strongly disagree (SD)

3= Neutral (N)

Items regarding causes of staff turnover inventories that made employees leave the organization are listed below and circle your choice from the alternatives.

No	Items	A	A	N	D	D
		5	4	3	2	1
I	Causes of staff Turnover related to demographic information					
	Cases related to demographic variables for employees leaving or staying the organization(MOE)					
1	When age increased it had contribution for employees to stay in the organization	5	4	3	2	1
2	Gender issue made you leave the organization	5	4	3	2	1

No	Items	A	A	N	D	D
		5	4	3	2	1
3	Nothing you gained when you were working at MOE	5	4	3	2	1
<b>II</b>	<b>Causes of staff Turnover related to different work cases</b>					
	Cases related to Job satisfaction factors for employees leaving or staying the organization					
4	You were not satisfied with the work environment of	5	4	3	2	1
5	You were not satisfied with MOE's commitment to provide you things necessary for performing your job.	5	4	3	2	1
6	You were not satisfied with the interpersonal relationship between employees of MOE.	5	4	3	2	1
7	You were not satisfied with the unmatched position with the skill & knowledge you had.	5	4	3	2	1
	Cases related to payment and incentive factors for employees leaving MOE					
8	The pay system of MOE didn't suit you stay as it was not based on seniority & performance appraisal	5	4	3	2	1
9	Inadequate salary and other benefit made you leave	5	4	3	2	1
10	The rewards of incentives provided by the organization were not based on fairness &	5	4	3	2	1
11	No hope of obtaining better benefit in the future made you leave MOE.	5	4	3	2	1
12	The availability of higher paying jobs outside made you leave the organization	5	4	3	2	1
	Cases related to professionalism and seniority factors for employees leaving MOE					
13	Senior professionals interest to stay at MOE was high	5	4	3	2	1
14	Novice professionals interest to leave the organization was high	5	4	3	2	1
15	All professionals are aware about turnover of the organization	5	4	3	2	1
16	Your higher Educational qualification made you leave the organization	5	4	3	2	1
17	Lack of assistance programs in the organization made you leave MOE	5	4	3	2	1
18	Provided training and development practices were not dependable and appropriate to support employees of MOE	5	4	3	2	1
	Cases related to variables of effects observed on the organization as a result of staff turnover					
19	High staff turnover reduced the work productivity inthe organization	5	4	3	2	1
20	Staff turnover discouraged employees from remaining loyal to the organization	5	4	3	2	1
21	Staff turnover increased loss of very experienced &	5	4	3	2	1

No	Items	A	A	N	D	D
		5	4	3	2	1
	skilled employees in the organization.					
22	High staff turnover increased work load for each of the remaining employees in the organization.	5	4	3	2	1
23	High Staff turnover incurred costs	5	4	3	2	1
24	Because of staff turnover senior employees spent too much time in training new staff members	5	4	3	2	1
25	High staff turnover broke team work in the organization	5	4	3	2	1
IV	Cases related to Staff/manage relationship and ways of grievance handling for employees leaving MOE.					
26	There was no good relationship between managers and employees in the organization	5	4	3	2	1
27	Managers were fair, reasonable and supportive for employees.	5	4	3	2	1
28	Provided orientation helped you in creating realistic	5	4	3	2	1
29	Provided orientation for new employees could reduce anxiety and created positive attitude towards MOE	5	4	3	2	1
30	Your inputs were not appreciated in the organization	5	4	3	2	1
31	No timely feedback and resignation for how you were challenged with your work from amazement	5	4	3	2	1
32	The top management allowed employees to participate in decision making	5	4	3	2	1
33	You left MOE because you had other job opportunity	5	4	3	2	1
34	Qualification and experience were not considerable for	5	4	3	2	1

#### V. Concerning Motivational Mechanisms

35. Were there motivational mechanisms in MOE ? Yes/No

36. If Your response for item number “35” is yes, mention some of the motivational mechanisms of MOE

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If you have any other comment or different answer , please write here under (by citing the question No).

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## **APPENDIX C**

### **Interview Questionnaire for:**

### **Office Head, Head of HRM and one senior expert, Grievance and Complaint Handling Office Head.**

#### **Questions**

1. Would you tell me your position in the office ?
2. How long have you served in this organization ?
3. Is management aware about employees turnover in the organization?
4. What is the status of staff turnover in the organization ?
5. Do you think all employees are aware about the staff turnover and its effect on the organization?
6. Do you think staff turnover is negatively affecting this organization ?if yes , what effects(major problems) have been observed in the organization ?
7. What is your view regarding the causes (reasons) of staff turnover at MOE? (in detail)
8. What costs MOE incur due to staff turnover?(doc)
9. What do you say about the managers-employees relationship in the organization  
Do you provide orientation for new employees?
- 10 . What do you say about the attitude of management towards employees?
- 11 Do you document exit interviews whenever employees leave the organization voluntarily? (only for HRM & GCH)(doc)
- 12 Do you use performance appraisal in the organization? how it is practiced?
- 13 Do you give recognition for best performer employees?
- 14 what motivational mechanisms do you use to express your recognition ?
- 15 What motivational mechanisms are there in the organization to reduce staff turnover?
- 16 What do you intend to reduce staff turnover?