



Assessment of the Causes of Staff Turnover in the Ethiopian Press Agency and Ethiopian Broadcasting Corporation

By

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Research Submitted to the School of Graduate Studies in Partial Fulfillment of the requirements for the degree of Master of Arts in Public Management and Policy

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**A RESEARCH SUBMITTED TO ADDIS ABABA UNIVERSITY,
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DECLARATION

I, the undersigned, pronounce that this research is my original work, and every one of the wellsprings of materials utilized for the research has been properly recognized.

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APPROVAL

The undersigned certify that they have read and hereby recommend to Addis Ababa University to accept the thesis submitted by Kalkidan Mersha entitled '*Assessment the of Causes of Staff Turnover in Ethiopian Press Agency and Ethiopian Broadcasting Corporation*', which is submitted in partial fulfillment of the requirements for the Master of Arts Degree in Public Management and Policy, complies with the regulations of the university, and meets the accepted standards with respect to originality and quality.

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ACRONYMS/ ABBREVIATIONS

AAMA	Addis Ababa Mass Media Agency
CEO	Chief Executive Officer
CIPD	Chartered Institute of Personnel and Development
EBC	Ethiopian Broadcasting Corporation
EPA	Ethiopia Press Agency
ERTA	Ethiopian Radio and Television Agency
ETV	Ethiopian Television
HPR	House of People's Representatives
HR	Human Resources

Abstract

This study, titled "Assessment of the Causes of Staff Turnover in the Ethiopian Press Agency and Ethiopian Broadcasting Corporation," investigates the phenomenon of employee turnover within two prominent Ethiopian media organizations: the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC). The research aims to understand the factors contributing to staff turnover, its impact on organizational performance, and potential strategies for mitigating turnover rates. The primary objectives are to identify and assess the causes of staff turnover on organizations performance and suggest strategies for reducing turnover and improving employee retention. Using a mixed-methods approach, the study integrates quantitative data from surveys of 190 EPA employees and 296 EBC employees, alongside qualitative insights from in-depth interviews with key informants. The quantitative data were analyzed using SPSS to identify patterns, while the qualitative data were subjected to thematic analysis to extract key themes and insights. The core findings indicate that both organizations face significant challenges related to staff turnover, which adversely affects their operational efficiency and productivity. Key factors identified include job dissatisfaction, inadequate compensation, limited career development opportunities, and an unfavorable organizational culture. The study reveals that EBC experiences higher dissatisfaction levels regarding turnover management compared to EPA. Furthermore, high turnover rates are recognized across both organizations, with substantial negative impacts on projects and overall service quality.

CHAPTER ONE

1. INTRODUCTION

1.1 Background of the Study

Staff turnover, the rate at which an employer gains and loses employees, is a significant concern for any organization. High turnover can be costly due to the loss of institutional knowledge and the resources required to hire and train new employees. On the other hand, low turnover might indicate a lack of career progression and could lead to stagnation. This research proposal aims to explore the staff turnover rate at the Ethiopian Press Agency and the Ethiopian Broadcasting Corporation, two prominent governmental organizations.

Staff turnover in governmental organizations is a critical issue that significantly affects organizational effectiveness and service delivery (Baharin and Hanafi, 2018). The Ethiopian Press Agency (EPA), established in 1940, and the Ethiopian Broadcasting Corporation (EBC), established in 1964, are influential governmental institutions responsible for disseminating news and information, serving as essential pillars of the country's media landscape. As governmental organizations, they play crucial roles in informing the public about government policies and activities. Understanding the staff turnover rates in these organizations can provide insights into their operational efficiency and employee satisfaction.

The high turnover rates and departure of well-trained and qualified young employees within the EPA and EBC raise concerns about their ability to fulfill their crucial roles. The lack of prior studies on employee turnover within these organizations further emphasizes the urgency for comprehensive research to identify the root causes and develop effective management strategies. By addressing this pressing issue, the EPA and EBC can work towards achieving stable and motivated work forces, ensuring their long-term sustainability and success in delivering accurate and high-quality news and information.

1.2 Background of the Organizations

1.2.1 Background of the EBC

EBC has been a leading public media outlet since 1935, covering politics, economics, social affairs, culture, and art both nationally and internationally. Ethiopian Radio began regular broadcasts in 1935 E.C., and Ethiopian Television (ETV) started during the 1963 Organization of African Unity assembly in Addis Ababa. In 1995, Ethiopian Radio and Television merged to form the Ethiopian Radio and Television Agency (ERTA), which became the Ethiopian Broadcasting Corporation (EBC) in 2006.

EBC is governed by a board of members assigned by the CEO and the House of People's Representatives (HPR). As a public media organization, the Prime Minister endorses the candidate for CEO, who is then presented to Parliament for approval. EBC currently employs more than 2,000 staff members at its headquarters in Addis Ababa and various branches across the country. The corporation has trained numerous professionals through its training institute who have significantly impacted the public and contributed to the growth of private and regional media organizations. Additionally, EBC maintains a vast collection of historic television and radio technologies and possesses unparalleled visual and audio resources. As a national media institution, EBC prioritizes public broadcasts through various channels and continuously explores new platforms. EBC's dedicated channels include ETV News Channel (24-hour news), ETV Entertainment Channel (entertainment and sports), ETV Languages Channel (programs in multiple languages), ETV Afaan Oromoo (Afaan Oromoo content), and ETV Lijoch (children's programming).

1.2.2. Background of EPA

The Ethiopian Press Agency, established in 1940, is a public media enterprise operating in Ethiopia. It is the sole publisher of the only daily Amharic-language newspaper known as “Addis Zemen” (<https://press.et/?fbclid>). The enterprise also publishes “The Ethiopian Herald,” a daily newspaper, except on Mondays, in English. Among its tabloids are the weeklies “Berissa in the local Affan Oromo and “Al-Alem in the international Arabic languages. The agency has yet another bimonthly magazine, known as “Zemen” in Amharic. Beginning in late 1963, Agency Direction began to make its presence felt among the public through newspapers and radio

broadcasting. Its name was changed to Ethiopian News Source in 1964, then to its present name of Ethiopian News Agency in 1967.

1.3. Statement of the Problem

Staff turnover poses a significant challenge for governmental organizations, including the Ethiopian Press Agency and the Ethiopian Broadcasting Corporation. Several studies have highlighted the detrimental impacts of high employee turnover on organizational productivity, financial resources, and operational efficiency. Bewketu's (2018) research on the Addis Ababa Mass Media Agency (AAMA) revealed factors such as excessive workloads, unfavorable working conditions, and inadequate managerial practices contributing to employee dissatisfaction and subsequent turnover. Additionally, the study identified a lack of career development opportunities, limited financial rewards, and a perceived lack of autonomy as key factors affecting journalists' motivation and retention within media organizations like the Ethiopian Press Agency and the Ethiopian Broadcasting Corporation.

The adverse effects of turnover within government agencies are well documented. Forbes notes that turnover can result in substantial costs for these organizations, including expenses related to recruitment, training of new hires, and lost productivity during transitions (Smith, 2019). Solomon's (2007) study on the Ethiopian Road Authority demonstrated that skilled workforce turnover negatively impacts an organization's productivity, financial resources, and time management, a phenomenon that can also be observed in media organizations such as the Ethiopian Press Agency and the Ethiopian Broadcasting Corporation.

Furthermore, studies on other Ethiopian government agencies have identified various factors driving employee departures, such as low salaries, a lack of fair benefits and recognition, limited career advancement opportunities, and poor working conditions. Almaz's (2017) research on the Ethiopian Standard Agency and Dejene & Bamalaku's (2020) study on Mada Walabu University highlighted these issues as contributing to high turnover rates, which can potentially affect media organizations like the Ethiopian Press Agency and the Ethiopian Broadcasting Corporation.

Given the potential consequences of staff turnover on organizational performance, productivity, and resource allocation, it is crucial to understand the factors influencing employee retention within the Ethiopian Press Agency and the Ethiopian Broadcasting Corporation. Addressing this

issue can help mitigate the adverse impacts of turnover and foster a stable, motivated, and efficient workforce within these vital government media agencies. This comparative study aimed to explore and analyze the factors contributing to staff turnover in these two organizations.

1.4. Objectives of the Study

1.4.1 General Objective

The general objective of this study was to explore the staff turnover rate at the Ethiopian Press Agency and the Ethiopian Broadcasting Corporation and understand its implications for the performance of these two organizations.

1.4.2. Specific Objectives

The specific objectives of this study were:

- To identify the primary factors contributing to staff turnover at the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC).
- To assess how job satisfaction influences the decision of employees to leave the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC).
- To evaluate the impact of compensation and career development opportunities on staff retention at the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC).
- To examine the role of organizational culture in causing employee turnover at the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC).

1.5. Research Questions

The following research questions guided the research:

1. What are the primary factors contributing to staff turnover at the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC)?
2. How does job satisfaction influence the decision of employees to leave the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC)?
3. In what ways do compensation and career development opportunities affect staff retention at the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC)?
4. What role does organizational culture play in causing employee turnover at the Ethiopian Press Agency (EPA) and Ethiopian Broadcasting Corporation (EBC)?

1.6. Significance of the Study

This study provides insights into staff turnover at both the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC), enhancing our understanding of operational efficiency and employee satisfaction. The study's outcomes could impact human resource management strategies not only within these organizations but also in comparable government institutions. By investigating factors influencing employee departures and assessing retention approaches, the study seeks to foster the growth of stable and efficient government bodies. This study's significance encompasses both the EPA and EBC, as well as governmental organizations in general. By identifying the root causes of staff turnover and its effects on organizational performance, the study also offers valuable guidance to both agencies in developing tailored retention strategies. Moreover, the research findings will influence human resource management practices in government entities facing similar challenges.

1.7. Scope of the Study

This study specifically concentrated on the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC) as case studies to investigate staff turnover within governmental organization contexts. The research encompassed employees from both the EPA and EBC across different departments and hierarchical levels. While the primary focus was to identify factors influencing turnover. The study also examined potential strategies for reducing turnover rates and improving organizational stability. The scope of the study was limited by available resources, time constraints, and data accessibility within the EPA and EBC contexts.

1.8. Limitations

Time constraints served as a limitation. The generalization of the findings may be restricted to the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC) contexts and may not be universally applicable to other organizations. Additionally, access to data, especially historical turnover records, have posed challenges due to availability and completeness, potentially hindering the study's scope and depth.

1.9 Organization of the research

This study is organized into five chapters, each addressing different aspects of the research on staff turnover at the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC). Chapter One provides the background, statement of the problem, objectives, research questions, significance, scope, and limitations, setting the stage for understanding the importance of investigating staff turnover and its impacts on EPA and EBC. Chapter Two dives into the existing literature on staff turnover, discussing definitions, types, theoretical frameworks, drivers of employee turnover such as job satisfaction and organizational culture, and various models and retention strategies.

Chapter Three describes the research design, approach, and methodology, detailing the sampling design, data collection instruments, and data analysis methods. Both qualitative and quantitative methods were employed for a comprehensive understanding of staff turnover. Chapter Four presents and analyzes the collected data, discussing findings related to turnover rates, patterns, contributing factors, and the impact on organizational performance and efficiency. Finally, Chapter Five summarizes the key findings, provides conclusions, and offers recommendations for improving employee retention and reducing turnover at EPA and EBC, along with suggestions for future research to further understand and address staff turnover in similar organizations.

CHAPTER TWO

2. REVIEW of LITERATURE

2.1. Staff Turnover

The phrase "staff turnover" describes the general phenomenon of workers switching jobs. It refers to the process of employees leaving an organization and being replaced by new hires. (Allen, 2008; Choi, Musibau, Khalil, & Ebi, 2012).

Lynch and Tuckey (2008) define staff turnover as "the cessation of membership in an organization by an individual who received monetary compensation from the organization," highlighting the voluntary nature of turnover and its connection to employment and compensation. Similarly,

2.1.2 Types of Turnover

Several scholars have proposed definitions to capture the nuances of this phenomenon and categorize different types of turnover:

A. Internal vs. external turnover

Turnover can be further classified as either internal or external (Allen et al., 2010). Internal turnover occurs when employees leave their current position but remain within the same organization by taking on a new role or being transferred to a different department or location (Hausknecht & Trevor, 2011). Both positive outcomes, such as increased employee motivation and commitment, and negative consequences, like project or relational disruptions, can result from internal turnover (Kwon & Rupp, 2018). Consequently, this form of turnover may be equally important to monitor as its external counterpart. Internal turnover can potentially be moderated and controlled through typical human resource practices, such as internal recruitment policies or formal succession planning mechanisms (Griffeth & Hom, 2001; Kwon & Rupp, 2018). External turnover, on the other hand, refers to employees leaving the company entirely.

B. Voluntary vs. involuntary turnover

Hausknecht and Trevor (2011) provide a comprehensive definition, describing staff turnover as "the voluntary and involuntary movement of people into and out of an organization" (p. 352). This definition acknowledges both voluntary and involuntary forms of turnover, as well as employee movement in both directions. Voluntary turnover occurs when employees choose to leave the

organization, often for reasons such as better job opportunities, dissatisfaction, or personal circumstances (Hom et al., 2008). In contrast, involuntary turnover refers to instances where the employer initiates the termination of employment, typically due to factors such as poor performance, organizational restructuring, or downsizing (Holtom et al., 2008). Either an employer (involuntary turnover) or an employee (voluntary turnover) can start it. Another reason for involuntary turnover is uncontrolled circumstances like retirement, death, or illness. The bulk of employee turnover is attributed to voluntary turnover, according to yearly surveys done by the Chartered Institute of Personnel and Development (CIPD) (CIPD, 2011). In dysfunctional organizations, voluntary turnover is a serious concern (Champion, 1991).

C. Avoidable or Unavoidable

Avoidable turnover refers to instances where employees leave the organization due to factors that could potentially be influenced or addressed by the employer. For example, employees may depart due to low job satisfaction, issues with management, inadequate benefit packages, or other organizational issues (Hausknecht et al., 2009). In such cases, avoidable turnover may be mitigated by implementing strategies to improve job conditions, management practices, compensation, and other areas that contribute to employee dissatisfaction (David, 2008).

In contrast, unavoidable turnover stems from causes over which the organization has little or no control. This may include situations where employees leave due to personal reasons, such as health problems, relocation to a different geographic area, or family obligations (David, 2008; Hausknecht et al., 2009). Even with the best retention efforts, organizations may have limited ability to prevent turnover driven by such personal circumstances.

2.2 Measurement of Staff Turnover

Measuring staff turnover is crucial for organizations to gauge the extent of employee departures and monitor changes over time. One of the most widely used metrics is the crude turnover rate, calculated by dividing the total number of leavers over a period by the average number of employees during that same period, and multiplying by 100 (CIPD, 2006). The formula is:

Crude Turnover Rate = (Total Number of Leavers / Average Number of Employees) x 100

It is important to note that this calculation typically encompasses all types of leavers, such as dismissals, redundancies, and retirements, but excludes those leaving at the end of fixed-term contracts (CIPD, 2006). The rationale behind excluding fixed-term employees is that their departure is expected and may not accurately reflect the organization's retention challenges.

In addition to the crude turnover rate, the stability index is another valuable metric that specifically measures the retention of experienced employees (CIPD, 2006). This index is calculated by dividing the number of employees with one or more years of service by the number employed a year ago and multiplying by 100. The formula is:

***Stability Index** = (Number of Employees with ≥ 1 Year of Service / Number Employed 1 Year Ago) $\times 100$*

2.3. Job Contentment and Discontentment

"The productive use of people in achieving the organization's strategic objectives and the satisfaction of individual employee needs" is the definition of modern human resource management (Stone, 2005). According to the need fulfillment model, a person's perception of how well their needs are being met will frequently determine how satisfied or unsatisfied they feel (Kasimati, 2011). According to Masri (2009), ensuring employee happiness and lowering employee turnover require a grasp of the demands of the workforce. The most extensively researched predictor of turnover appears to be job satisfaction (Liu, Mitchell, Lee, Holtom, & Hinkin, 2012). Nonetheless, conflicting research has been done on how satisfied public sector workers are with their jobs. While some studies came to the opposite conclusion, others discovered that public personnel at all levels of government had generally high levels of job satisfaction (Bright, 2008; Kasimati, 2011). "A positive or pleasurable affective response resulting from the appraisal of various facets of one's job or job experiences" is an often-cited definition of job satisfaction (Kasimati, 2011). Nevertheless, turnover cannot be fully explained by low work satisfaction on its own. The relationship between job unhappiness and the fulfillment of extrinsic job needs must also be considered. According to research, employee turnover is a result of both job satisfaction and job discontent (Griffith, Horn, & Gaertner, 2000; Poulin, 1994; Shahzad et al., 2011; Yücel, 2012).

The distinction between the two ideas is explained by Herzberg's theory of motivation and cleanliness. He makes a distinction between two kinds of elements that operate independently of one another: hygienic factors and motivators (Herzberg, Mausner, & Snyderman, 1959). Satisfaction is the result of intrinsic motivators, which include the nature of the work itself, acknowledgment, autonomy, a sense of accomplishment, and opportunities for personal improvement. They meet requirements for accomplishment, skill, prestige, self-worth, and self-realization, among other things. That being said, discontent and unhappiness do not result from a lack of motivators. Instead, a negative evaluation of "hygiene factors" is the cause of discontent. Extrinsic to a job, hygiene issues (pay, job security, working conditions, business rules and administration, supervision, and interpersonal relations) can cause workers' unpleasant affective responses, which in turn can lead to unhappiness (Hertzberg, 1968).

2.4. Drivers of Employee Turnover

Allen (2008) refers to the elements that lead to employee turnover as "drivers." Porter and Steers' (1973) work offers a helpful framework for classifying the factors that influence employee turnover. They explain turnover with the idea of "meeting expectations." According to Long, Ajagbe, Nor, and Suleiman (2012), the idea is the difference between an individual's expectations and the experiences—both good and bad—that they actually have while working. When expectations are not fulfilled, a person's propensity to leave a work environment will grow. In the current study, turnover drivers are categorized into four groups using Porter and Steers' "expectation set": personal, organizational-wide, work-environmental, and key factors connected to one's job.

2.4.1. Drivers of Personal Turnover

According to a review of research data, older workers are less likely than younger workers to resign from their positions (Grissom, Nicholson-Crotty, & Keiser, 2012; Kabungaidze, Mahlathshana, & Ngirande, 2013). Furthermore, women have greater turnover rates than men, a pattern that may be primarily explained by the family and child care obligations that women employees have (Cotton & Tuttel, 1986). Male employees depart due to improper organizational objectives and prospects for development, but high female turnover is also linked to a lack of professional advancement (Nel, Van Dyk, Haasbroek, Schultz, Sono, & Werner, 2011). A more recent study indicates that women are now less likely than men to leave public organizations,

despite the fact that historically, women were much more inclined to quit than men. These results are partially explained by changes in labor force participation (Moynihan & Landuyt, 2008). Additionally, Nel, Erasmus, and Swanepoel (2001) link an employee's job position within an organization to their rate of employee turnover. According to research, workers in lower job categories perceive less financial and/or psychological reward from their occupations (Kellough & Haoran, 1993).

2.4.2. Organizational turnover causes

The following hygienic elements are known to cause turnover throughout an organization: job security, working environment, pay, and policies related to development, training, and promotion. According to surveys of earlier studies, inadequate compensation packages (pay and benefits), a dearth of career advancement chances, and subpar HR policies are all negatively correlated with employee turnover (Grissom et al., 2012; Ito, 2003).

It was discovered that the factors that most influence public sector workers' job unhappiness and turnover include compensation, working conditions, and growth chances. When greater chances are provided by other employers, job instability may also cause turnover (Walsh & Taylor, 2007).

2.4.3 Drivers of workplace turnover

The following hygienic elements are among these drivers: relationships with coworkers and supervisors. Public sector employees' job unhappiness and turnover are largely influenced by their relationships with coworkers as well as the actions and management style of their supervisors (Sulaiman & Ogunsina, 2011).

2.4.4 Drivers of Job-Related Turnover

Intrinsic motivators include the demands of the job, autonomy, tough work, a sense of accomplishment, and job stress and feedback. When other employers provide a difficult job and better possibilities for progress, employees will depart (Walsh & Taylor, 2007). Stress and autonomy play a significant role in public employees' job satisfaction and turnover (Kasimati, 2011; Sulaiman & Ogunsina, 2011).

It is clear that key factors influencing employee turnover are work satisfaction and discontent. One could argue that if the demands and expectations of their jobs could be satisfied in Limpopo

Province, workers there would not look for work in larger South African cities. According to Grissom et al. (2012), Rainey (2003), Sing & Loncar (2010), and Wang et al. (2012), among other indirect costs of employee turnover are disrupted organizational processes, low morale, the time required for replacement employees to adjust, a negative organizational image, dissatisfied customers, and most significantly, a loss of human capital. In Limpopo Province, a loss of human capital is especially significant since the area cannot afford to lose its valuable human resource assets to other provinces.

2.4.5. Retention Strategies to Lessen Unproductive Staff Turnover

Liu et al. (2012) assert that in order to preserve their priceless human resources, businesses should make an effort to support and strengthen retention tactics that result in improvements in worker job satisfaction and reduce discontent. Employers can address their staff turnover rates by implementing a variety of retention initiatives (Steel et al., 2002). According to research results cited by Allen (2008), the top ten retention strategies include base salary increases and market adjustments; hiring bonuses; flexible work arrangements, casual attire, and telecommuting; retention bonuses; opportunities for career advancement and advancement; above-market compensation; unique training and educational opportunities; individual spot bonuses; stock programs; and project milestone/completion bonuses.

An organization cannot control external factors that contribute to employee turnover, such as the labor market's supply and demand and other employment opportunities. Organizations must make proactive plans to reduce the effects of employee turnover in the future if dysfunctional turnover cannot be avoided. Although an organization has no influence over the reasons behind involuntary turnover, it is important to manage the costs associated with it. Redesigning positions or procedures is one way to reduce transaction costs related to involuntary turnover (Meier & Hicklin, 2008). However, studies mentioned by Allen (2008) show that a variety of HR strategies can be used to control the internal factors that lead to voluntary employee turnover.

In order to improve organizational effectiveness and reduce employee turnover, human resource theories have highlighted the significance of giving employees more power, information, rewards, and knowledge (PIRK) (Haines, Jalette, & Larose, 2010; Vandenberg, Richardson, & Eastman, 1999). A higher PIRK will boost employee engagement and worker involvement by lowering job dissatisfaction and raising job satisfaction. High-involvement techniques are likely to reduce

turnover rates, according to research findings (Guthrie, 2001). Increasing employee engagement can lower turnover because motivated employees feel that their employers appreciate their efforts, that their work matters, that they enjoy what they do, that they are proud of their company, and that they are happy in their positions (Allen, 2008). To improve job happiness and reduce job dissatisfaction, a variety of HR strategies can be used. These consist of hiring, development and training, pay, and oversight. A knowledgeable retention policy that is in line with the organization's business goals and other human resource policies should be developed by the organization (Allen, 2008).

2.4.6. Personnel Recruitment Strategies

To improve the relevance, autonomy, task identity, and task diversity of an employee's job, job design or redesign can be utilized to alter the job range (via job enrichment and job rotation) and job depth (Nel et al., 2011; Wang et al., 2012). As a result, job satisfaction will rise, and job engagement will be strengthened (Allen, 2008). Furthermore, promoting staff members from within an organization through internal recruitment will boost employee engagement (Allen, 2008).

Employers who provide more internal possibilities for growth see higher employee retention rates (Nel et al., 2011). State government organizations can lessen employee feelings of neglect, which frequently result in higher turnover, by informing staff members about the range of career pathways that are accessible to them (Kim, 2012). Women and other formerly marginalized groups would be encouraged to take advantage of the opportunities that are open to them through transparent and equitable policies and procedures for development and advancement. In high turnover scenarios, it's critical to maintain selection standards and make sure that the process is vacancy-specific (Van der Merwe & Miller, 1993). To determine a person's fit for a position and an organization, open communication is essential throughout the selection process (Allen, 2008). When used for selection, biographical information may be predictive of retention and offer insight into past employment history, among other things (Griffith & Horn, 2001).

Empirical data indicates that appropriate onboarding (and reonboarding) facilitates new hires' integration into their new workplace and is linked to longer employee permanence (Kammeyer-Mueller & Wanberg, 2003). Retention of new (and redeployed) employees is positively impacted by providing applicants with a realistic job preview (RJP) (Nel et al., 2011).

Reducing the gap between employee expectations and reality will boost job engagement, which may decrease actual turnover (Hom, Griffeth, & Sellaro, 1984). Showing prospective and current employees how their work fits with the organization's objectives will also boost job engagement (Allen, 2008). Employee engagement will rise if they can identify how their personal objectives align with those of the company (Sherman & Bohlander, 1992; Sing, 2012).

2.4.7. Learning and education

Having access to possibilities for ongoing training and the development of managerial abilities and skills can help increase job engagement and decrease job unhappiness.

Studies conducted by Allen, Shore, and Griffeth (2003) and Rhoades and Eisenberger (2002) found that HR strategies that promote career advancement also lower employee attrition. These initiatives decrease turnover by taking down skill-related obstacles (Sherman & Bohlander, 1992; Sing, 2012). However, training and development opportunities may actually increase employee turnover by making people more mobile and externally marketable (Haines et al., 2010). Allen (2008) proposes that training tailored to a job should be provided instead of more general and transferable training that will increase an employee's appeal to other businesses and be offered in order to keep employees. Fortunately, more specialist skill sets are typically required by government entities.

2.5 Models of Staff Turnover

Extensive research has been conducted on employee turnover, exploring various factors such as causes and strategies for retention. As a result, several models have been developed. The initial model, presented by March and Simon in 1958, was followed by other models that examined different aspects of turnover. One such model is the unfolding model, which focuses on decision-making processes (Beach, 2010). This section will discuss three models of employee turnover: the image theory, and the unfolding model.

2.5.1 Image Theory

The image theory, introduced by Beach (2010), explains how employees process information and make decisions based on different mental images. The core principle of this theory is that individuals leave an organization after evaluating their reasons for resignation. Due to limited cognitive ability, individuals tend to compare incoming information with heuristic-based knowledge gained through personal experiences.

According to the image theory, decision-makers utilize three knowledge arrangements, or images, when considering their options. First is the value image, reflecting the employee's significant beliefs and values about the job. Second is the trajectory image, which represents the person's specific goals influencing their job-related behavior. Lastly, the strategic image encompasses the strategies and methods perceived as vital in achieving job-related objectives. When presented with new information, individuals compare it with these images. If the incoming information aligns with the images, individuals then compare it with their current situation. If there are compatible alternatives, further analysis of these options may take place (Beach, 2010).

2.5.2 The Unfolding Model

The unfolding model conceptualizes incoming information as shocks or events (e.g., pregnancy, alternative job offers). According to this model, internal or external shocks compel individuals to leave an organization. The model outlines five different paths leading to turnover. Path 1 involves a shock activating a pre-existing script or narrative that prompts the individual to leave the organization without considering alternatives or their connection to the organization. Path 2 occurs when a shock triggers an individual to leave without considering other job alternatives (Thomas, Lowell, & Steven, 1996).

Incoming information is perceived as a violation of the person's values, objectives, and strategies. Path 3 entails a shock triggering an assessment of the images associated with the current job if the shock's information does not align with them. This path subsequently leads to an intentional job search. Path 4 describes a scenario where an individual's job satisfaction is so low that they leave without having an alternative in place. In Path 5, low job satisfaction prompts job search, alternative assessment, intention to leave, and eventual turnover (Thomas et al., 1996).

2.6 Causes of Staff Turnover

Staff turnover, the departure of staff from an organization, is influenced by a myriad of factors, both job-related and non-job-related. Job dissatisfaction is a primary driver, stemming from issues such as inadequate compensation, poor working conditions, lack of recognition, and dissatisfaction with roles and responsibilities (Seymour & Buscherhof, 1991). Additionally, mismatches between staff expectations and the actual work environment can lead to disillusionment. Limited career growth opportunities, insufficient training, and a dearth of professional development options also

contribute significantly to turnover. Work-life imbalance, including stress and overwork, further prompts staff to seek alternative employment (Seymour & Buscherhof, 1991). Poor management practices, including ineffective leadership and breakdowns in trust, exacerbate turnover rates (Seymour & Buscherhof, 1991). Interpersonal conflicts within teams or with supervisors, coupled with broader economic conditions and personal life events, also play pivotal roles in turnover decisions. Furthermore, organizational culture, communication deficiencies, and job insecurity contribute to the overall turnover landscape.

2.7. Conceptual Framework

The framework highlights essential elements influencing employee exits and their effects on organizational effectiveness, utilizing prior research. The framework emphasizes employee turnover as the primary dependent variable, encompassing both voluntary and involuntary departures from the organization. Elevated turnover rates can notably harm the organization, serving as an independent variable.

CHAPTER THREE

3. RESEARCH METHODOLOGY

This chapter provides a detailed account of the methodology used in conducting this research. It consists of the study's approach, sampling techniques and sample size, data collection instruments, and the methods used to analyze the findings.

3.1. Research Design

The main objective of this research was to provide a comprehensive understanding of staff turnover at the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC). To achieve this study's objectives, the investigator employed a mixed-methods approach, integrating both quantitative and qualitative data collection methods. This research design provided the structure to be employed as a guideline in collecting and analyzing data. The study applied a descriptive and explanatory research design, triangulated with both qualitative and quantitative tools of analysis (Creswell, 2023).

An explanatory and descriptive research design was selected due to its ability to help determine characteristics aligned with the subject and explain the variables that existed between the independent and dependent variables. In this context, the independent variable was the factors influencing staff turnover, while the dependent variable was the organizational performance and stability of EPA and EBC.

Quantitative data was gathered by analyzing numerical data such as turnover rates, employee demographics, and organizational performance metrics to identify trends and patterns in staff departures. This quantitative analysis allowed for the measurement of the extent to which turnover rates and patterns impacted organizational performance.

The qualitative component further explored the underlying reasons, employee perceptions, and experiences contributing to staff turnover and its impact on the performance of EPA and EBC. This was achieved through interviews and focus group discussions with key stakeholders, including employees, managers, and HR personnel. These qualitative insights provided perspectives on the factors driving staff turnover and its consequences for operational efficiency and productivity.

3.2. Research Approach

The study employed both qualitative and quantitative methods to gain comprehensive insights into staff turnover at the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC). The integration of these two methodological approaches allowed us to understand the phenomenon under investigation, capitalizing on the strengths of both qualitative and quantitative methods (Creswell, 2023).

The qualitative aspect involved conducting in-depth interviews and focus group discussions with employees from various departments and management within EPA and EBC. These included editors, producers, reporters, and managers. In-depth interviews were valuable for interpreting subjective meanings, describing social contexts, and prioritizing lay knowledge (Kothari, 2004). By examining the perspectives of these key stakeholders, the research sought to obtain an insider's understanding of the factors contributing to staff turnover and its impact on organizational performance. Through open-ended questioning and probing, the interviews aimed to elicit rich, detailed accounts of the participants' experiences, perceptions, and understandings of the factors that influenced their decisions to stay or leave their positions.

For the quantitative component, a structured survey questionnaire was administered to a representative sample of employees. The survey design aligned with the quantitative research approach, which involved collecting, analyzing, and displaying numerical data (Cresswell 2023). The questionnaire was designed to gather quantitative data on employee demographics, turnover rates, job satisfaction, compensation, career development, organizational culture, and working conditions. This component aimed to provide statistical insights into the prevalence and patterns of staff turnover within the EPA and EBC. By collecting data from a larger sample of employees, the survey allowed for the identification of trends, relationships, and potential causal factors that may not have been readily apparent through qualitative methods alone.

3.2.1. Data Type and Source of Data

The researcher used both primary and secondary types of data to conduct the study. The primary data were collected through the use of questionnaires and in-depth interviews. Secondary data was collected from various documents, related to issues of turnover, research reports, books, and journal articles.

3.3. Sampling Design and Sample Size

To ensure a representative sample of the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC) workforce, a simple random sampling technique was employed for quantitative data collection. This method involved randomly selecting individuals from the total population of employees at both organizations, ensuring that each employee had an equal chance of being included in the sample.

The population was categorized into three main sections: administration and finance, content production, and marketing and sales. Administration and finance included employees from high management, finance officers, accountants, procurement and logistics staff, and others in administrative roles. Content production encompassed reporters, editors, cameramen, video editors, technical directors, and other production staff. Marketing and sales involve employees responsible for marketing, sales, and related activities. By randomly selecting participants from each of these sections, the sample aimed to provide an accurate depiction of turnover trends across various employee groups and enhance the reliability of the quantitative data.

For qualitative data collection, a purposive sampling method was used to select participants for interviews. This technique enabled the recruitment of individuals with specific knowledge or experiences relevant to the research question. Key informants included current employees who could offer first-hand accounts of turnover, HR personnel who could provide data and insights on employee departures, and management representatives who could offer perspectives on retention strategies. By purposefully selecting participants with an in-depth understanding of staff turnover, the research gathered detailed qualitative data focused on the underlying reasons for employee departures at both EPA and EBC.

The total population for the EPA is 363 employees, and for the EBC, it is 1210 employees. Using Yamane's (1967) formula for sample size calculation, the sample size for the EPA was determined to be approximately 190 employees and for the EBC, approximately 300 employees.

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

Where:

- *n* is the sample size.
- *N* is the population size.

- *e is the margin of error (typically 0.05 for a 95% confidence level).*

$$\begin{aligned}
 n &= N / (1 + N * e^2) \\
 &= 1210 / (1 + 1210 * 0.05^2) + 363 / (1 + 363 * 0.05^2) \\
 &= 300.62 + 190.35 \\
 &= 490.97
 \end{aligned}$$

3.4. Data collection instruments

To gain a numerical understanding of staff turnover at the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC), this research employed a two-pronged approach to data collection: surveys and in-depth interviews. This combined strategy aimed to paint a comprehensive picture of the phenomenon, revealing both the scope of the issue and potential contributing factors.

Structured questionnaires were distributed to both EPA and EBC employees. These surveys were designed to capture quantitative data on a range of factors related to staff turnover. The survey was prepared to ask respondents to answer questions on the causes of turnover. Questions in this part were assessed using a 1–5 Likert scale. Each question on the questionnaire was assigned a number: 1 indicating strongly disagree, 2 indicating disagree, 3 indicating neither agree nor disagree, 4 indicating agree, and 5 indicating strongly agree. This part consists of 23 questions for employees of the EPA and EBC to assess professional employee turnover, which is divided into five dimensions. Those dimensions were: 1-improvement; 4-organizational performance; 6-job satisfaction and other related factors; 8-working environment, work load, and fairness; and 4-employees regarding the management. This helped in collecting data on turnover rates and the causes of the overall staff departure rate within the EPA and EBC. Additionally, the surveys explored the reasons behind employee departures, providing valuable insights into the key drivers of staff turnover. Demographic information such as age, gender, job position, and length of service was also collected. Analyzing this data helped identify potential correlations between these characteristics and employee departures. By analyzing this data, the research aimed to identify patterns and trends in staff departures and assess the connection between these metrics and staff turnover.

The research conducted semi-structured interviews with selected participants from both the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC). Unlike a rigid, question-by-question format, these interviews allowed for a more flexible conversation. This approach enabled interviewees to elaborate on their experiences and perspectives regarding staff turnover and its impact on the EPA and EBC's performance. By probing deeper into personal experiences and motivations, the interviews revealed underlying issues and perceptions that may not have been captured by surveys alone.

3.5. Method of Data Analysis

Data analysis involves categorizing, ordering, and summarizing data to answer research questions (Strydom et al., 2005). In this study, data obtained through responses to questionnaires was collated and analyzed using the Statistical Package for the Social Sciences (SPSS) version 27. This involved computing various descriptive statistics.

The data was then summarized, edited, coded, tabulated, and analyzed. Editing improved the quality of the data for coding by checking the questionnaires to ensure that respondents answered all questions and identifying any blank responses. Tabulation, which involved counting the number of cases in various categories, was performed using simple tabulation. Descriptive statistics were applied to analyze the quantitative data, with results expressed in terms of numbers and percentages.

A qualitative data analysis method was employed for the data gathered through the in-depth interview. This involved careful coding and categorization of the information, allowing key insights to be extracted in alignment with the study's objectives and research questions. By systematically examining commonalities and differences across cases, the analysis provided a comprehensive understanding of the data, facilitating the identification of trends and patterns relevant to the research.

3.6. Ethical Considerations

Ethical considerations were paramount throughout the research process, with stringent measures implemented to uphold the rights and well-being of participants. Prior to commencing data collection, clearance was diligently sought from the appropriate regulatory authorities to ensure

compliance with ethical guidelines and protocols. In line with the ethical principles of informed consent, all participants were provided with comprehensive information regarding the research objectives, procedures, and potential risks, and their written consent was obtained before their involvement in the study.

Besides, measures were in place to safeguard the confidentiality and anonymity of participants, with assurances provided that their identities and responses would remain strictly confidential. Participants in the study received detailed information about the research objectives, procedures, and their rights, and their consent was obtained before data collection commenced. To protect participants' privacy, steps were taken to guarantee the anonymity and confidentiality of their responses and personal details. Additionally, the researcher adhered to ethical principles of respect, dignity, and sensitivity towards the experiences and perspectives of the participants throughout the study.

CHAPTER FOUR

4. RESULTS AND DISCUSSION

This chapter deals with the analysis and interpretation of data collected from the current employees of the EPA and the EBC through the distribution of questionnaires and interview sessions arranged with the relevant employees of these organizations. Primary data obtained through questionnaire and interview were analyzed and interpreted in accordance to the basic research questions. Accordingly, this chapter provides a detailed analysis and discussion of data collected through the distribution of questionnaires, focusing on job satisfaction, reasons leading to turnover, and the working environment. It presents also interview results from discussions with the HR directors and other employees of the organizations.

Primary data obtained through a questionnaire and interview were analyzed and interpreted in accordance with the basic research questions. Accordingly, this chapter provides a detailed analysis and discussion of data collected through the distribution of questionnaires, focusing on job satisfaction, reasons leading to turnover, and the working environment. It also presents interview results from discussions with the HR directors and other employees of the organizations.

The questionnaires were prepared to be completed by current professional employees of the EPA and EBC. Out of 363 employees at EPA, 190 responded, and out of 1,210 employees at EBC, 296 responded from a sample size of 301. Given that the return rate of the questionnaires distributed is more than 98% for both organizations, the researcher is confident that the data obtained from the respondents is sufficient to draw realistic conclusions.

4.1. Demographic Characteristics of Participants

The demographic characteristics addressed in the study were sex, age, education, employment type, job position, department, and total service years of the respondents. These characteristics were analyzed and presented using tables as follows:

Table 1. Demographic characteristics of the respondents

Variable	Chosen Response	EBC (Number)	EPA (Number)
Gender	Male	167 (56.4%)	101(53.20%)
	Female	129(43.60%)	89(46.80%)

Age Range	18-25	42(14.20%)	32(16.80%)
	26-35	191(64.50%)	130(68.40%)
	36-45	59(19.9%)	21(11.10%)
	46-55	4(1.40%)	7(3.70%)
Education	Bachelor Degree	190(64.20%)	129(67.90%)
	Master Degree	106(35.80%)	61(32.10%)
Employment Status	Full-Time Employee	296(100%)	190(100%)
Job Level	Entry Level	56(18.90%)	37(19.50%)
	Mid-Level	178(60.10%)	116(61.10%)
	Supervisory/Managerial	51(17.20%)	28(14.70%)
	Executive/Senior	11(3.70%)	9(4.70%)
Department	Admin and Finance	24(8.10%)	38(20%)
	Content Production	232(78.40%)	107(56.30%)
	Marketing and Sales	40(13.50%)	45(23.70%)
Experience	Less than 1 year	26(8.80%)	61(32.10%)
	1-5 years	89(30.10%)	93(48.90%)
	6-10 years	128(43.20%)	29(15.30%)
	11-15 years	33(11.10%)	2(1.10%)
	More than 15 years	20(6.80%)	5(2.60%)

Source;Own Survey 2024

The demographic profile of the Ethiopian Broadcasting Corporation (EBC) reveals a workforce that is slightly male-dominated, with 56.4% of employees being male (167 individuals) and 43.6% female (129 individuals). Age distribution indicates that the majority of the workforce is relatively young, with 64.5% (191 individuals) falling within the 26–35 age range. This is followed by 14.2% (42 individuals) aged 18–25, 19.9% (59 individuals) aged 36–45, and a small proportion of 1.4% (4 individuals) aged 46–55.

Regarding educational attainment, a significant portion of EBC employees hold a bachelor's degree (64.2%, or 190 individuals), while the remaining 35.8% (106 individuals) possess a master's degree. All surveyed employees are full-time workers, providing a comprehensive view of the organization's full-time staff dynamics. Job level analysis shows that most employees are at the mid-level (60.1% or 178 individuals), with entry-level positions accounting for 18.9% (56

individuals), supervisory/managerial roles at 17.2% (51 individuals), and executive/senior roles making up 3.7% (11 individuals).

In terms of departmental distribution, the majority work in content production (78.4% or 232 individuals), followed by marketing and sales (13.5% or 40 individuals), and administration and finance (8.1% or 24 individuals). When examining years of experience, the largest group has 6–10 years of experience (43.2% or 128 individuals), followed by 1–5 years (30.1% or 89 individuals), less than 1 year (8.8% or 26 individuals), 11–15 years (11.1% or 33 individuals), and more than 15 years (6.8% or 20 individuals).

This data indicates that EBC has a young and educated workforce, predominantly in mid-level positions within content production. The high percentage of employees with bachelor's degrees and a significant proportion with master's degrees suggests a skilled workforce. The relatively short length of service suggests potential challenges in employee retention and the importance of developing strategies to enhance job satisfaction and career growth opportunities.

The Ethiopian Press Agency (EPA) also shows a slightly male-dominated workforce, with 53.2% male (101 individuals) and 46.8% female (89 individuals). The age distribution at EPA is similar to that at EBC, with 68.4% (130 individuals) aged 26–35, 16.8% (32 individuals) aged 18–25, 11.1% (21 individuals) aged 36–45, and 3.7% (7 individuals) aged 46–55.

In terms of educational qualifications, 67.9% (129 individuals) of EPA employees hold a bachelor's degree, while 32.1% (61 individuals) have a master's degree. All respondents from the EPA are also full-time employees. Job level analysis reveals that the majority are mid-level employees (61.1% or 116 individuals), with entry-level positions making up 19.5% (37 individuals), supervisory/managerial roles at 14.7% (28 individuals), and executive/senior roles at 4.7% (9 individuals).

Departmental distribution shows a more balanced spread compared to EBC, with content production making up 56.3% (107 individuals), marketing and sales at 23.7% (45 individuals), and administration and finance at 20% (38 individuals). Experience-wise, the largest group has 1–5 years of experience (48.9% or 93 individuals), followed by less than 1 year (32.1% or 61 individuals), 6–10 years (15.3% or 29 individuals), more than 15 years (2.6% or 5 individuals), and 11–15 years (1.1% or 2 individuals).

The data shows that EPA has a similarly young and educated workforce, with a higher proportion of employees in mid-level positions and a more balanced distribution across departments compared to EBC. The notable percentage of employees with short tenure (less than 1 year and 1–5 years) highlights the need for effective onboarding and retention strategies to mitigate turnover and capitalize on the potential of newer employees.

Both EPA and EBC exhibit similar gender distributions and educational qualifications, with slight variances in departmental and experience distributions. The majority of employees at both organizations are young, well-educated, and occupy mid-level positions, indicating a dynamic and relatively young workforce critical for media operations. This demographic profile suggests the importance of fostering a supportive and engaging work environment to retain talented employees and ensure the sustained success of both organizations.

4.2. Comparative Descriptive Statistics

This section discusses the respondents' opinions by comparing staff at the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC) regarding the factors affecting staff turnover. Responses were measured using a five-point Likert scale, where 1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree, and 5 = strongly agree.

4.2.1. Job Satisfaction Analysis

This section analyzes the factors contributing to job satisfaction among staff at the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC). Key areas of focus include work-life balance, compensation and benefits, growth and development opportunities, relationships with colleagues, and relationships with supervisors. Understanding these factors is crucial for assessing their impact on staff turnover within these organizations.

Table 2. Job satisfaction

Statement		EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
My work load is manageable and does not cause me excessive stress.	Strongly Disagree	39	20.50%	3	1.00%
	Disagree	32	16.80%	23	7.80%
	Neutral	69	36.30%	81	27.40%

Agree	80	42.10%	135	45.60%
Strongly Agree	2	1.10%	54	18.20%
Total	190	100.00%	296	100.00%

Source;Own Survey 2024

The analysis of job satisfaction among staff at the Ethiopian Press Agency (EPA) reveals significant insights into their work-life balance and stress levels related to workload. A notable 20.5% of respondents strongly disagree and 16.8% disagree with the statement that their workload is manageable and does not cause excessive stress. This indicates that over one-third (37.3%) of the EPA employees feel that their workload is unmanageable and stressful. Meanwhile, 36.3% of the employees remain neutral, suggesting a level of uncertainty or variability in workload experiences.

On the positive side, 42.1% of the employees agree that their workload is manageable, but only a small fraction (1.1%) strongly agrees. This distribution suggests that while a significant portion of employees find their workload acceptable, there is a substantial group experiencing high stress levels due to their workload. The implications of these findings are critical for the EPA, as excessive stress and unmanageable workloads can lead to decreased job satisfaction, higher absenteeism, and increased turnover rates. Addressing workload issues through better resource allocation, process improvements, or additional support could enhance job satisfaction and reduce staff turnover.

In contrast, the Ethiopian Broadcasting Corporation (EBC) staff responses indicate a more positive perception of workload manageability. Only 1% of respondents strongly disagree, and 7.8% disagree that their workload is manageable and does not cause excessive stress. This suggests that a very small percentage (8.8%) of EBC employees find their workload unmanageable.

A significant portion of EBC employees (45.6%) agree and 18.2% strongly agree that their workload is manageable, indicating that 63.8% of the staff perceive their workload positively. Additionally, 27.4% of the employees remain neutral, which is lower than the neutral responses at the EPA. The overall positive perception of workload manageability among EBC employees suggests a healthier work-life balance compared to EPA employees.

The implications for EBC are more favorable, as manageable workloads are likely to contribute to higher job satisfaction, lower stress levels, and reduced turnover rates. However, EBC should still consider the neutral and disagreeing respondents to ensure that all employees experience a manageable workload, thereby maintaining high levels of job satisfaction and retention.

The comparative analysis between EPA and EBC highlights that EBC employees generally have a more positive perception of workload manageability than EPA employees. The findings suggest that the EPA needs to address workload management more urgently to enhance job satisfaction and reduce turnover. Conversely, while EBC's situation is relatively better, continuous monitoring and support for employees are necessary to sustain and improve their work-life balance and overall job satisfaction.

Table 3. Work-life balance

Statement	Category	EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
I have a good work-life balance.	Strongly Disagree	18	9.50%	35	11.80%
	Disagree	32	16.80%	92	31.10%
	Neutral	57	30.00%	77	26.00%
	Agree	52	27.40%	75	25.30%
	Strongly Agree	31	16.30%	17	5.70%
	Total		190	100.00%	296

Source; Own Survey 2024

The responses from EPA staff regarding work-life balance indicate a somehow positive outlook. A significant portion of respondents (27.4%) agree and 16.3% strongly agree that they have a good work-life balance, totaling 43.7%. However, 9.5% of the employees strongly disagree and 16.8% disagree with this statement, which means 26.3% experience poor work-life balance. Additionally, 30% of respondents remain neutral, reflecting variability in individual experiences or uncertainty about their work-life balance.

While EBC staff responses paint a less favorable picture regarding work-life balance a significant 31.1% disagree and 11.8% strongly disagree that they have a good work-life balance, totaling

42.9%. Only 25.3% agree and 5.7% strongly agree, indicating a positive work-life balance perception among 31% of employees. Meanwhile, 26% of respondents are neutral. The data indicates that EPA employees generally perceive their work-life balance more positively compared to EBC employees. However, both organizations have a substantial proportion of staff experiencing poor work-life balance. Addressing these concerns is essential for improving overall job satisfaction and reducing turnover rates.

Table 4. Employee perceptions of compensation, growth opportunities, relationships, and supervisory interactions

Statement	Likert Scale	EBC Frequency	EBC Percent (%)	EPA Frequency	EPA Percent (%)
I am satisfied with the amount of money I get paid.	Strongly Disagree	30	10.1	47	24.7
	Disagree	57	19.3	20	10.5
	Neutral	70	23.6	25	13.2
	Agree	107	36.1	88	46.3
	Strongly Agree	32	10.8	10	5.3
	Total	296	100	190	100
There are ample opportunities for growth and development in my current role.	Strongly Disagree	39	13.2	15	7.9
	Disagree	103	34.8	38	20
	Neutral	103	34.8	73	38.4
	Agree	34	11.5	54	28.4
	Strongly Agree	17	5.7	10	5.3
	Total	296	100	190	100

I have positive and supportive relationships with my colleagues.	Strongly Disagree	11	3.7	18	9.5
	Disagree	47	15.9	6	3.2
	Neutral	89	30.1	26	13.7
	Agree	110	37.2	94	49.5
	Strongly Agree	39	13.2	46	24.2
I have a good working relationship with my supervisors.	Strongly Disagree	32	10.8	7	3.7
	Disagree	31	10.5	6	3.2
	Neutral	56	18.9	71	37.4
	Agree	130	43.9	53	27.9
	Strongly Agree	47	15.9	53	27.9

Source; Own Survey 2024

As shown by the above data at EBC, employee satisfaction with pay shows that a significant portion of employees (46.9%) express satisfaction (36.1% agree, 10.8% strongly agree), indicating that nearly half of the workforce feels adequately compensated. However, dissatisfaction remains high, with 29.4% of employees expressing dissatisfaction (19.3% disagree, 10.1% strongly disagree). Additionally, 23.6% of employees are neutral, suggesting ambivalence or uncertainty about their pay.

In contrast, EPA has a slightly higher overall satisfaction rate with pay, with 51.6% of employees satisfied (46.3% agree, 5.3% strongly agree). However, a substantial 35.2% of EPA employees are dissatisfied (24.7% strongly disagree, 10.5% disagree), which is a higher proportion of strong dissatisfaction compared to EBC. Only 13.2% of EPA employees are neutral.

The high levels of dissatisfaction and neutrality at both organizations suggest that there is room for improvement in compensation strategies. EBC might need to reevaluate its pay structures to better align with employee expectations and market standards, ensuring that more employees feel adequately rewarded for their work. For the EPA, addressing the reasons behind the strong

dissatisfaction could be key, possibly through salary adjustments or improved benefits. By enhancing their pay satisfaction, both organizations could see improvements in employee morale, retention, and overall job satisfaction.

The perception of growth opportunities is notably lacking at EBC. Only 17.2% of employees feel there are ample opportunities for growth and development (11.5% agree, 5.7% strongly agree). A significant 48% disagree or strongly disagree, highlighting a major area of concern. Additionally, 34.8% of employees are neutral, indicating uncertainty about career progression prospects. EPA fares slightly better in this area, with 33.7% of employees perceiving growth opportunities (28.4% agree, 5.3% strongly agree). Nonetheless, 27.9% disagree, and a large proportion (38.4%) remains neutral.

The data suggests that EBC needs to significantly enhance its career development programs. Providing clear pathways for advancement, offering professional development opportunities, and fostering a culture of growth could help address the dissatisfaction. For EPA, while the situation is somewhat better, the organization still faces challenges. Increasing the visibility and accessibility of growth opportunities could help reduce the high neutrality and dissatisfaction levels. By improving growth opportunities, both organizations can boost employee engagement and loyalty.

Positive relationships with colleagues are reported more frequently at EPA than at EBC. At EPA, 73.7% of employees agree or strongly agree that they have positive and supportive relationships with their colleagues, with only 12.7% disagreeing. This indicates a strong collegial environment. At EBC, 50.4% of employees report positive relationships (37.2% agree, 13.2% strongly agree), but a higher 19.6% disagree, and 30.1% are neutral.

The significant proportion of neutral and negative responses at EBC suggests a need for initiatives to foster a more collaborative and supportive work environment. Team-building activities, cross-departmental projects, and effective communication channels could help improve colleague relationships. For the EPA, maintaining and further strengthening the positive collegial atmosphere will be crucial. Positive relationships among colleagues can enhance teamwork, productivity, and job satisfaction.

Relationships with supervisors show slightly higher satisfaction at EBC. At EBC, 59.8% of employees report good working relationships with their supervisors (43.9% agree, 15.9% strongly agree), while 21.3% disagree. In comparison, 55.8% of EPA employees report good relationships (27.9% agree, 27.9% strongly agree), with only 6.9% disagreeing. However, a notable 37.4% of EPA employees are neutral, indicating uncertainty or mixed feelings about their supervisory relationships, compared to 18.9% at EBC.

The data indicates that EBC may benefit from further improving supervisory relationships to reduce the 21.3% of dissatisfied employees. Providing training for supervisors on leadership and communication skills could enhance their ability to support and manage their teams effectively. For the EPA, the high neutrality suggests a need for clearer communication and stronger support from supervisors. Enhancing supervisor training and encouraging regular feedback sessions could help address this issue. Good relationships with supervisors are critical for employee satisfaction and can lead to better performance and retention.

The analysis highlights several key areas for improvement in both organizations. For EBC, there is a clear need to address dissatisfaction with pay and opportunities for growth, as well as foster a more supportive environment among colleagues and improve supervisory relationships. For EPA, while overall satisfaction is slightly higher, there are still significant areas of dissatisfaction, particularly with pay and neutrality towards growth opportunities and supervisory relationships.

4.3. Employees perceptions regarding management and turnover

This part of the analysis examines employees' perceptions of management's ability to effectively manage and minimize staff turnover. The data presents information on employees' views regarding the frequency and impact of turnover, including whether specific projects or operations were negatively affected and if there were changes in work quality or service delivery. The analysis explores the relationship between management practices and employee retention, providing insights into areas where improvements may be needed to address turnover challenges.

Table 5. Employee perceptions of organizational turnover management and its impact

Statements	Category	EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
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The EPA/EBC effectively manages and minimizes the impacts of staff turnover.	Strongly Disagree	25	13.2	47	15.9
	Disagree	29	15.3	79	26.7
	Neutral	69	36.3	90	30.4
	Agree	34	17.9	56	18.9
	Strongly Agree	33	17.4	24	8.1
	Total	190	100	296	100
Is there a high rate of staff turnover in your organization?	Strongly Disagree	5	2.6	6	2
	Disagree	20	10.5	36	12.2
	Neutral	39	20.5	65	22
	Agree	107	56.3	158	53.4
Were there any specific projects, initiatives, or operations that were negatively affected by staff departures?	Strongly Agree	19	10	31	10.5
	Total	190	100	296	100
	Strongly Disagree	14	7.4	42	14.2
	Disagree	36	18.9	51	17.2
	Neutral	42	22.1	62	20.9
	Agree	71	37.4	112	37.8
	Strongly Agree	27	14.2	29	9.8
	Total	190	100	296	100
Did you notice any significant changes in the quality of work or service delivery due to staff turnover?	Strongly Disagree	0	0	73	24.7
	Disagree	26	13.7	44	14.9
	Neutral	42	22.1	52	17.6
	Agree	96	50.5	94	31.8
	Strongly Agree	26	13.7	33	11.1
	Total	190	100	296	100

Source; Own Survey 2024

The table above shows a comparative analysis of staff turnover impacts and perceptions between the EPA and the EBC. The data reveals several insights into how each organization manages staff turnover, the perceived rate of turnover, the impact on projects and initiatives, and changes in work quality due to turnover.

In terms of managing staff turnover, the EPA is viewed more favorably. Specifically, 33 respondents (17.4%) strongly agree and 34 respondents (17.9%) agree that the EPA effectively manages staff turnover. In contrast, only 24 respondents (8.1%) strongly agree and 56 respondents (18.9%) agree with EBC. Notably, 79 respondents (26.7%) from EBC disagree, compared to 29 respondents (15.3%) from the EPA, indicating significant dissatisfaction within EBC. A similar trend is observed among those who strongly disagree, with 47 respondents (15.9%) from the EBC and 25 respondents (13.2%) from the EPA expressing strong disagreement. The neutral responses, which reflect uncertainty or mixed experiences, also show a notable difference, with 69 respondents (36.3%) from the EPA and 90 respondents (30.4%) from the EBC.

Regarding the perceived rate of staff turnover, a high rate is acknowledged in both organizations. Within the EPA, 107 respondents (56.3%) agree and 20 respondents (10.5%) disagree that there is a high rate of staff turnover. EBC respondents show a similar pattern, with 158 respondents (53.4%) agreeing and 36 respondents (12.2%) disagreeing. This indicates a widespread recognition of turnover issues within both organizations.

The negative impacts of staff turnover on specific projects and initiatives are slightly more pronounced at the EPA. Here, 27 respondents (14.2%) strongly agree and 71 respondents (37.4%) agree that projects were negatively affected. Conversely, EBC shows 29 respondents (9.8%) strongly agreeing and 112 respondents (37.8%) agreeing. The proportion of those who disagree or strongly disagree about the negative impact of turnover on projects is higher in EBC, with 51 respondents (17.2%) disagreeing and 42 respondents (14.2%) strongly disagreeing, compared to the EPA's 36 respondents (18.9%) disagreeing and 14 respondents (7.4%) strongly disagreeing.

When evaluating changes in work quality due to turnover, a significant difference emerges between the organizations. In the EPA, 96 respondents (50.5%) agree and 26 respondents (13.7%) strongly agree that turnover has affected quality. In contrast, EBC shows a divided response, with 94 respondents (31.8%) agreeing and 33 respondents (11.1%) strongly agreeing, while a notable

73 respondents (24.7%) strongly disagree that turnover has affected quality. This divided perception within EBC suggests inconsistent impacts on work quality across different parts of the organization.

Both need to refine their staff turnover management strategies to improve overall satisfaction and organizational performance. Developing robust employee retention programs tailored to specific organizational challenges and employee needs can help reduce turnover rates. Additionally, implementing project continuity plans can mitigate the negative impacts of staff departures on critical projects, ensuring smoother transitions and sustained performance. Strengthening quality assurance mechanisms is also crucial to maintaining consistent service delivery, especially for EBC, where perceptions of quality impact are more varied. Addressing these issues can enhance both employee satisfaction and organizational effectiveness, fostering a more stable and productive work environment.

4.3.1. EPA and EBC Organizational Performance

The following subsection provides a detailed comparative analysis of various aspects of organizational effectiveness between the EPA and the EBC. These aspects include communication and transparency regarding policies and changes, recognition of employee contributions, opportunities for professional growth, and leadership responsiveness to employee concerns.

Table 6. Employee perceptions of organizational communication, recognition, growth, and leadership responsiveness

Statement	Category	EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
EPA/EBC communicates and provides transparency regarding organizational policies and changes effectively.	Strongly Disagree	22	11.6	7	2.4
	Disagree	54	28.4	37	12.5
	Neutral	41	21.6	22	7.4
	Agree	39	20.5	154	52
	Strongly Agree	34	17.9	76	25.7
	Total	190	100	296	100

I feel that my contributions are valued and recognized by the organization.	Strongly Disagree	19	10	31	10.5
	Disagree	38	20	101	34.1
	Neutral	20	10.5	98	33.1
	Agree	92	48.4	53	17.9
	Strongly Agree	21	11.1	13	4.4
	Total	190	100	296	100
There are adequate opportunities for professional growth and career advancement within the EPA/EBC.	Strongly Disagree	14	7.4	11	3.7
	Disagree	28	14.7	25	8.4
	Neutral	62	32.6	49	16.6
	Agree	70	36.8	155	52.4
	Strongly Agree	16	8.4	56	18.9
	Total	190	100	296	100
EPA/EBC's leadership is responsive to employee concerns and feedback.	Strongly Disagree	55	28.9	27	9.1
	Disagree	46	24.2	53	17.9
	Neutral	42	22.1	66	22.3
	Agree	21	11.1	107	36.1
	Strongly Agree	26	13.7	43	14.5
	Total	190	100	296	100

Source; Own Survey 2024

The table above provides a detailed comparative data of various aspects of organizational effectiveness of EPA and EBC. In terms of communication and transparency, there is a significant contrast between EPA and EBC. Specifically, 22 respondents (11.6%) strongly disagree and 54 respondents (28.4%) disagree that the EPA communicates and provides transparency regarding organizational policies and changes effectively. In contrast, 39 respondents (20.5%) agree and 34 respondents (17.9%) strongly agree with this statement. At EBC, only 7 respondents (2.4%) strongly disagree and 37 respondents (12.5%) disagree, whereas 154 respondents (52%) agree and 76 respondents (25.7%) strongly agree. The high percentage of agreement within EBC (77.7%)

compared to EPA (38.4%) suggests that EBC is perceived to be much more effective in communicating and maintaining transparency about organizational changes. This indicates that EBC's strategies for communication are more robust and well-received, implying a stronger internal communication framework. The implication here is that EPA needs to improve communication strategies to enhance transparency. This could involve more frequent updates, clear communication channels, and increased engagement with employees to ensure they are well-informed about policy changes and organizational decisions.

When evaluating the recognition of employee contributions, there is a notable difference in perceptions between the two organizations. In EPA, 19 respondents (10%) strongly disagree and 38 respondents (20%) disagree that their contributions are valued and recognized. On the positive side, 92 respondents (48.4%) agree and 21 respondents (11.1%) strongly agree with this statement. In EBC, higher dissatisfaction is observed, with 31 respondents (10.5%) strongly disagreeing and 101 respondents (34.1%) disagreeing. Only 53 respondents (17.9%) agree and 13 respondents (4.4%) strongly agree that their contributions are valued. The higher disagreement levels within EBC (44.6% combined strongly disagree and disagree) compared to EPA (30%) highlight a significant area of concern regarding employee recognition at EBC. The implication here is that EBC needs to develop more effective recognition programs to ensure that employees feel valued. This could include regular feedback, awards, and recognition events to acknowledge employee contributions, fostering a more inclusive and appreciative work environment.

The availability of opportunities for professional growth and career advancement also shows varying perceptions. In EPA, 14 respondents (7.4%) strongly disagree and 28 respondents (14.7%) disagree that there are adequate opportunities for growth. Meanwhile, 70 respondents (36.8%) agree and 16 respondents (8.4%) strongly agree that such opportunities exist. In EBC, only 11 respondents (3.7%) strongly disagree and 25 respondents (8.4%) disagree, while a substantial 155 respondents (52.4%) agree and 56 respondents (18.9%) strongly agree. EBC demonstrates a higher positive perception (71.3% combined agree and strongly agree) compared to EPA (45.2%), indicating that EBC is perceived to offer more opportunities for professional development. The implication here is that EPA should enhance its career development programs by offering more training, mentorship, and clear career progression paths. This would help in retaining talent and improving job satisfaction among employees.

Leadership responsiveness to employee concerns and feedback is another critical area where perceptions diverge. In EPA, 55 respondents (28.9%) strongly disagree and 46 respondents (24.2%) disagree that leadership is responsive to their concerns. In contrast, 21 respondents (11.1%) agree and 26 respondents (13.7%) strongly agree. In EBC, only 27 respondents (9.1%) strongly disagree and 53 respondents (17.9%) disagree, while 107 respondents (36.1%) agree and 43 respondents (14.5%) strongly agree. EBC shows a more favorable perception (50.6% combined agree and strongly agree) compared to EPA (24.8%), suggesting that EBC’s leadership is seen as more responsive and engaged with employee feedback. The implication here is that for EPA, enhancing leadership engagement is crucial. Leaders should actively seek and address employee feedback, demonstrating a commitment to continuous improvement and valuing employee input. This can be achieved through regular town hall meetings, feedback surveys, and open-door policies.

Overall, the data underscores the need for both EPA and EBC to address specific organizational challenges. While EBC shows strengths in communication, career growth opportunities, and leadership responsiveness, it significantly lags in recognizing employee contributions. EPA, on the other hand, faces challenges in all these areas but particularly needs to improve communication and leadership responsiveness. To enhance overall organizational effectiveness, both entities should focus on creating a more transparent, supportive, and responsive work environment. Tailored strategies addressing the unique challenges within each organization can lead to higher employee satisfaction, reduced turnover, and improved organizational performance.

4.3.2 Working Environment and Improvements

The upcoming discussion focuses on employees' perceptions of their working environment and the availability of resources and support to perform their roles effectively. The data explores factors such as skill alignment, training opportunities, communication, feedback, supervisor relationships, and access to necessary tools. Employees were asked to rate their level of agreement or disagreement across these key aspects of the work environment.

Table 7. Job skills and alignment

Statement	Category	EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
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My work skills match the skills needed for my job.	Strongly Disagree	31	16.3	65	22
	Disagree	6	3.2	87	29.4
	Neutral	13	6.8	67	22.6
	Agree	71	37.4	45	15.2
	Strongly Agree	69	36.3	32	10.8
	Total	190	100	296	100

Source; Own Survey 2024

The table above shows a comparative analysis of the alignment between employees' work skills and the skills required for their jobs at the EPA and EBC. Looking at the alignment between work skills and job requirements, there is a stark contrast between the perceptions of EPA and EBC employees. At the EPA, only 31 respondents (16.3%) strongly disagree and 6 respondents (3.2%) disagree that their work skills match the skills needed for their job. This indicates that a relatively small proportion of EPA employees feel a significant mismatch between their skills and their job requirements. Conversely, a substantial majority of EPA employees feel positively about the match between their skills and job requirements, with 71 respondents (37.4%) agreeing and 69 respondents (36.3%) strongly agreeing.

At EBC, the situation appears quite different. A larger proportion of respondents, 65 employees (22%), strongly disagree and 87 employees (29.4%) disagree that their skills match their job requirements. This indicates a substantial level of dissatisfaction among EBC employees regarding the alignment of their skills with their job roles. Additionally, 67 respondents (22.6%) are neutral on this issue, which may suggest uncertainty or mixed experiences. Only a smaller proportion of EBC employees feel positively about the match between their skills and job requirements, with 45 respondents (15.2%) agreeing and 32 respondents (10.8%) strongly agreeing.

The higher levels of disagreement and neutrality among EBC employees (51.4% combined strongly disagree and disagree, and 22.6% neutral) suggest significant challenges in ensuring that employees' skills are well-aligned with their job requirements. This mismatch can lead to various issues such as decreased job satisfaction, lower productivity, and higher turnover rates. In contrast, the EPA's lower levels of disagreement (19.5% combined strongly disagree and disagree) and

higher levels of agreement (73.7% combined agree and strongly agree) indicate a more effective alignment between employee skills and job requirements.

These data's suggests that there is an urgent need to address the misalignment between employees' skills and job requirements. For EBC, there. This could involve conducting thorough skills assessments and job analyses to ensure better matching during the hiring process. Additionally, offering targeted training and professional development opportunities could help bridge any existing skill gaps, thereby enhancing employee satisfaction and performance.

For the EPA, while the overall alignment is better, continuous efforts are needed to maintain this positive perception. This could include regular feedback sessions to understand employees' needs and ensuring that job roles and responsibilities are clearly defined and communicated. Moreover, providing ongoing opportunities for skill development and career progression can help sustain high levels of job satisfaction and performance.

Table 8. Training opportunities at EPA and EBC

Statement	EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
The company has provided me with training opportunities				
Strongly Disagree	25	13.2	19	6.4
Disagree	48	25.3	39	13.2
Neutral	24	12.6	121	40.9
Agree	58	30.5	51	17.2
Strongly Agree	35	18.4	66	22.3
Total	190	100	296	100

Source; Own Survey 2024

The table above shows that when evaluating the provision of training opportunities, the responses from EPA and EBC employees show significant differences. At the EPA, 25 respondents (13.2%) strongly disagree and 48 respondents (25.3%) disagree that the company has provided them with adequate training opportunities. This indicates that a sizable portion of EPA employees feel dissatisfied with the training opportunities available to them. In contrast, 58 respondents (30.5%) agree and 35 respondents (18.4%) strongly agree that they have been provided with sufficient training opportunities, suggesting that a portion of the workforce feels adequately supported in

terms of training. Additionally, 24 respondents (12.6%) remain neutral on this issue, reflecting a degree of ambivalence or uncertainty.

At EBC, the perceptions regarding training opportunities differ notably. Only 19 respondents (6.4%) strongly disagree and 39 respondents (13.2%) disagree that they have been provided with adequate training opportunities. This indicates a lower level of dissatisfaction compared to EPA. However, a significant proportion of EBC employees, 121 respondents (40.9%), remain neutral about the training opportunities, which may suggest a lack of strong opinions or variability in the training experiences among employees. On the positive side, 51 respondents (17.2%) agree and 66 respondents (22.3%) strongly agree that they have received sufficient training opportunities.

The higher levels of neutral responses at EBC (40.9%) compared to EPA (12.6%) suggest that many EBC employees may not have a clear perception or consistent experience regarding the training opportunities available to them. The lower dissatisfaction rates at EBC (19.6% combined strongly disagree and disagree) compared to EPA (38.5%) indicate that EBC is generally viewed more favorably in terms of training provision. However, the relatively high neutral percentage at EBC points to potential areas of improvement in making training opportunities more visible and impactful.

In the final analysis, while EBC shows a generally more favorable perception of training opportunities compared to EPA, both organizations have room for improvement. Addressing these issues can lead to better-trained employees, increased job satisfaction, and overall organizational effectiveness. By prioritizing training and development, both EPA and EBC can foster a more competent and motivated workforce, ultimately driving organizational success.

Table 9. Communication effectiveness at EPA and EBC

Statement	EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
There is open and effective communication within the organization				
Strongly Disagree	6	3.2	22	7.4
Disagree	71	37.4	50	16.9
Neutral	44	23.2	97	32.8

Agree	36	18.9	87	29.4
Strongly Agree	33	17.4	40	13.5
Total	190	100	296	100

Source; Own Survey 2024

The table above shows a comparative analysis of employee perceptions regarding the openness and effectiveness of communication within their respective organizations, EPA and EBC. In evaluating the effectiveness of communication within the organization, the responses from EPA and EBC employees reveal distinct differences. At the EPA, a notable portion of respondents, 71 individuals (37.4%), disagree that there is open and effective communication within the organization. Additionally, 6 respondents (3.2%) strongly disagree with this statement. This suggests that approximately 40.6% of EPA employees feel communication is lacking. However, a significant portion, 44 respondents (23.2%), remain neutral, indicating ambivalence or mixed experiences regarding communication within the EPA. On the positive side, 36 respondents (18.9%) agree and 33 respondents (17.4%) strongly agree that communication is open and effective, indicating that about 36.3% of employees perceive communication positively.

At EBC, the distribution of responses shows some differences. A smaller proportion of respondents, 50 individuals (16.9%), disagree, and 22 respondents (7.4%) strongly disagree that there is open and effective communication within the organization, totaling 24.3% who feel negatively about communication. A significant proportion of respondents, 97 individuals (32.8%), are neutral on this issue, suggesting a considerable number of employees are undecided or have varied experiences. On the positive side, 87 respondents (29.4%) agree and 40 respondents (13.5%) strongly agree, indicating that 42.9% of EBC employees view communication within the organization positively.

Comparing the two organizations, EBC has a higher percentage of employees (42.9%) who perceive communication positively compared to the EPA (36.3%). However, EBC also has a higher percentage of neutral responses (32.8%) compared to the EPA (23.2%), which could indicate uncertainty or inconsistency in communication practices. Conversely, the EPA has a higher percentage of negative perceptions regarding communication (40.6% combined strongly disagree and disagree) compared to EBC (24.3%).

Meaningful insights of these data disclosed that for the EPA, the relatively high levels of dissatisfaction with communication indicate a need for significant improvements in this area. The organization should consider implementing more robust communication strategies that facilitate open dialogue and ensure that information flows effectively across all levels. For EBC, while the overall perception of communication is more favorable, the high percentage of neutral responses suggests that many employees may not have a clear or consistent experience with communication within the organization.

Table 10. Employees perception regarding constructive feedback on work performance at EPA and EBC

Statement	EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
I receive constructive feedback on my work performance				
Strongly Disagree	7	3.7	61	20.6
Disagree	28	14.7	105	35.5
Neutral	44	23.2	52	17.6
Agree	87	45.8	67	22.6
Strongly Agree	24	12.6	11	3.7
Total	190	100	296	100

Source; Own survey 2024

The table above shows at the EPA, a notable number of employees, 87 individuals (45.8%), agree that they receive constructive feedback on their work performance, with an additional 24 respondents (12.6%) strongly agreeing. This suggests that 58.4% of EPA employees have a positive perception of the feedback they receive. However, 44 employees (23.2%) are neutral, indicating a significant portion of the workforce may have mixed experiences or uncertainty about the feedback process. On the negative side, 28 respondents (14.7%) disagree and 7 respondents (3.7%) strongly disagree, which shows that 18.4% of EPA employees feel they do not receive constructive feedback.

In contrast, the feedback scenario at EBC appears more challenging. A substantial proportion of respondents, 105 individuals (35.5%), disagree and 61 respondents (20.6%) strongly disagree that they receive constructive feedback, totaling 56.1% who view the feedback process negatively.

Additionally, 52 respondents (17.6%) remain neutral, reflecting uncertainty or mixed feedback experiences. Only 67 respondents (22.6%) agree and 11 respondents (3.7%) strongly agree that they receive constructive feedback, indicating that just 26.3% of EBC employees have a positive perception of the feedback they receive.

Comparing the two organizations, EPA employees generally perceive the feedback process more positively, with a combined 58.4% agreeing or strongly agreeing that they receive constructive feedback. In contrast, only 26.3% of EBC employees share this sentiment. The high levels of disagreement at EBC (56.1% combined strongly disagree and disagree) highlight a significant concern regarding the feedback mechanisms in place.

At the EPA, while a majority of employees feel they receive constructive feedback, there is room for improvement to address the nearly one-quarter of employees who are neutral and the 18.4% who are dissatisfied.

For EBC, the data indicates a pressing need to revamp its feedback processes. The high levels of dissatisfaction suggest that current practices may be insufficient, inconsistent, or poorly communicated.

Table 11. Employees perception of relationships and support at EPA and EBC

Statement		EPA Frequency	EPA Percent (%)	EBC Frequency	EBC Percent (%)
I have a good relationship with my immediate supervisor.	Strongly Disagree	7	3.7	25	8.4
	Disagree	28	14.7	25	8.4
	Neutral	52	27.4	63	21.3
	Agree	98	51.6	128	43.2
	Strongly Agree	33	17.4	55	18.6
	Total	190	100	296	100
I feel supported by my superiors when facing challenges at work.	Neutral	49	25.8	39	13.2
	Agree	125	65.8	115	38.9
	Strongly Agree	16	8.4	16	5.4
	Agree				

	Total	190	100	296	100
The Company Provides a fair and unbiased performance evaluation process.	Strongly Disagree	1	0.5	37	12.5
	Disagree	48	25.3	27	9.1
	Neutral	68	35.8	87	29.4
	Agree	58	30.5	78	26.4
	Strongly Agree	15	7.9	67	22.6
	Total	190	100	296	100
I have access to the necessary resources and tools to perform my job effectively.	Strongly Disagree	44	23.2	74	25
	Disagree	53	27.9	58	19.6
	Neutral	16	8.4	107	36.1
	Agree	51	26.8	43	14.5
	Strongly Agree	26	13.7	14	4.7
	Total	190	100	296	100

Source; own survey 2024

When respondents were asked about their relationship with their immediate supervisor, the majority of employees at both the EPA and EBC provided insights. At the EPA, out of 190 respondents, 98 employees (51.6%) agreed and 33 employees (17.4%) strongly agreed that they have a good relationship with their immediate supervisor. This indicates that 69% of EPA employees feel positively about their supervisory relationships. Conversely, 28 employees (14.7%) disagreed and 7 employees (3.7%) strongly disagreed, showing that 18.4% of employees have negative perceptions. Additionally, 52 employees (27.4%) remained neutral on this matter. At EBC, out of 296 respondents, 128 employees (43.2%) agreed and 55 employees (18.6%) strongly agreed that they have a good relationship with their immediate supervisor, totaling 61.8%. However, 25 employees (8.4%) strongly disagreed and 25 employees (8.4%) disagreed, making 16.8% who have negative perceptions. Furthermore, 63 employees (21.3%) remained neutral.

Regarding feeling supported by superiors when facing work challenges, EPA employees demonstrated a stronger perception of support compared to EBC employees. Out of 190

respondents at the EPA, 125 employees (65.8%) agreed and 16 employees (8.4%) strongly agreed, totaling 74.2% who felt supported. Additionally, 49 employees (25.8%) were neutral. On the other hand, out of 296 respondents at EBC, 115 employees (38.9%) agreed and 16 employees (5.4%) strongly agreed, making 44.3% who felt supported. However, 39 employees (13.2%) remained neutral.

Perceptions of the fairness and unbiased nature of the performance evaluation process varied between the two organizations. At the EPA, out of 190 respondents, 58 employees (30.5%) agreed and 15 employees (7.9%) strongly agreed that the company provides a fair and unbiased performance evaluation process, totaling 38.4%. However, 48 employees (25.3%) disagreed and 1 employee (0.5%) strongly disagreed, making 25.8% with negative perceptions. Additionally, 68 employees (35.8%) remained neutral. At EBC, out of 296 respondents, 78 employees (26.4%) agreed and 67 employees (22.6%) strongly agreed, totaling 49%. Conversely, 27 employees (9.1%) disagreed and 37 employees (12.5%) strongly disagreed, making 21.6% with negative perceptions. Additionally, 87 employees (29.4%) remained neutral.

Both organizations faced challenges in providing necessary resources and tools for their employees. At the EPA, out of 190 respondents, 51 employees (26.8%) agreed and 26 employees (13.7%) strongly agreed that they have access to the necessary resources and tools to perform their job effectively, totaling 40.5%. However, 53 employees (27.9%) disagreed and 44 employees (23.2%) strongly disagreed, making 51.1% who have negative perceptions. Additionally, 16 employees (8.4%) remained neutral. At EBC, out of 296 respondents, 43 employees (14.5%) agreed and 14 employees (4.7%) strongly agreed, totaling 19.2%. Conversely, 58 employees (19.6%) disagreed and 74 employees (25%) strongly disagreed, making 44.6% with negative perceptions. Additionally, 107 employees (36.1%) remained neutral.

4.3.3. Profile of the Informants

Table 12. Informants profile with respect to their age and experience

Position		Age (EPA)	Experience (EPA) (Years)	Age (EBC)	Experience (EBC) (Years)
Human Resources Employee		35	1	42	1
Human Resources Employee		40	5	36	7

Administration and Finance Employee	48	22	50	24
Production and Content Employee	45	20	46	21
Marketing and Sales Employee	42	18	43	19
Journalist	29	7	31	8
Finance Officer	37	12	39	14

By delving into interview excerpts from personnel within the EPA and EBC, this analysis sheds light on the multifaceted challenges contributing to high turnover rates within these organizations. One informant reported that lower salaries compared to other public relations entities initially made it arduous to retain talent. Despite subsequent adjustments to salary structures, the interviewee emphasized that remuneration alone is inadequate to stem turnover. "As a media organization, freedom to exercise press freedom is crucial without interference from anyone," one participant commented (interview excerpt, EPA). Safety concerns were also raised, indicating a prevalent fear among employees of unjust termination, which further exacerbates turnover woes.

Another informant echoed similar sentiments regarding turnover at EBC. They pointed out that despite recent salary increases, many employees still leave due to the restrictive work environment and lack of career growth opportunities. "The salary adjustments were a positive step, but they are not enough to keep people here. We need more than just a good paycheck," (interview excerpt, EBC). They also stressed the importance of editorial freedom and job security. "Journalists need to feel they can write and report without undue interference or fear of losing their job."

This finding aligns with research by Bekele and Zewdie (2019), who identified low compensation as a primary driver of turnover in Ethiopian public institutions. The interviewee stated, "Even with the recent salary adjustments, many employees still feel that the benefits are not sufficient to match the workload and responsibilities they have" (interview excerpt, EPA).

In addition to these concerns, rigid work schedules emerged as a significant issue at EPA. Journalists are required to adhere to a stringent four-sign-in system daily, irrespective of the unpredictable nature of news cycles. "Our work is 24/7, and we don't always have control over when stories break or interviews finish," one interviewee highlighted (interview excerpt, EPA). This lack of flexibility, compounded by limited opportunities for professional development, adds

to employee disillusionment. Furthermore, the dearth of internal career advancement prospects was underscored, with competent individuals often overlooked for managerial roles, thereby stifling motivation and perpetuating turnover cycles.

This finding echoes the research by Abebe and Tekle (2020), who noted that inadequate career development is a major cause of turnover in the Ethiopian Civil Service. The interviewee stated, "There are no opportunities for education or upgrading one's skills at EPA. When they need someone to take on a management position, they tend to look outside even if there are competent people within the organization (interview excerpt, EPA)." This lack of internal promotion demotivates employees and contributes to turnover. Another interviewee from EPA also putted the absence of professional development programs on the following statement, "There are no clear paths for career advancement. Many of us feel stuck in our current roles with no opportunities to learn new skills or move up," they explained. This lack of growth prospects often drives employees to seek better opportunities elsewhere.

Another interviewee, mentioned the coaching system at their organization, EBC, had improved, but still indicated a need for more structured career paths and professional development programs to retain employees. While we have some coaching and training programs, they are not structured enough to provide clear career paths for our employees (interview excerpt, EBC)." The absence of robust career development initiatives exacerbates the staff turnover challenge, as employees feel limited in their ability to grow and advance within the organization.

Similarly, insights gleaned from interviews at EPA revealed distinct challenges within the sales department. The high turnover rate was attributed primarily to the demanding sales targets imposed on employees. "The workload is very heavy in this department. For instance, last year almost half of the employees we had have left," one participant commented (interview excerpt, EPA). Despite a positive work environment and competitive salaries, the pressure to meet sales objectives fosters a high-stress atmosphere, leading to employee attrition.

Moreover, the significance of teamwork and support within the sales department was emphasized. "We have to work together as a team, providing support and assistance to the employees," another interviewee remarked (interview excerpt, EBC). However, the taxing nature of the job often leaves employees feeling overwhelmed, with turnover exacerbating revenue challenges for the

department. Despite efforts to adopt a friendlier coaching approach, retention hurdles persist, indicating the need for comprehensive solutions. However, the demanding nature of the job often leaves employees feeling overwhelmed, which is compounded by the impact of turnover on the department's revenue. "When employees leave, it has a big impact because this department brings in the revenue for the organization," they noted, underscoring the financial implications of turnover (interview excerpt, EBC).

The analysis further revealed shared concerns across both organizations, such as the importance of comprehensive HR policies that encompass compensation, work environment, and career development. "We need a holistic approach to address turnover. It's not just about salary; we need to improve the overall work environment and provide clear career paths for employees," one participant remarked (interview excerpt, EPA). Similarly, engagement and involvement were highlighted as crucial factors in enhancing employee retention. "Employees need to feel valued and involved in the organization," another interviewee emphasized (interview excerpt, EBC).

This finding aligns with the research by Teshome (2018), who found that an unsupportive work environment and poor organizational culture are significant factors leading to high turnover in the Ethiopian health sector. The interviewee's concern about the lack of work freedom and the need for job security is also echoed in Teshome's (2018) study.

INT 4 discussed the high turnover rate in the management and production departments at EBC. They mentioned that while the work environment is generally positive, the high demands and lack of support from upper management contribute to turnover. "We have good relationships within the team, but the pressure from above can be overwhelming. There's a constant push to meet targets and deadlines," INT 4 explained.

CHAPTER FIVE

5.SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter deals with a summary of the major findings, the conclusions drawn from the findings, and the recommendations of the study. In the first section, a summary of the general study and the major findings is presented. Then, conclusions drawn from the findings are made. Finally, possible recommendations are given based on the major findings of the study.

5.1 Summary

The main purpose of this study was to assess the factors contributing to staff turnover at the Ethiopian Press Agency (EPA) and the Ethiopian Broadcasting Corporation (EBC). The major findings from the study are summarized as follows:

- EBC is perceived to be significantly more effective in communication and transparency compared to EPA. At EBC, 77.7% of respondents agree or strongly agree that the organization communicates effectively, compared to only 38.4% at EPA. This indicates that EBC's communication strategies are more robust and well-received.
- Employee recognition is a significant concern at both organizations, with higher dissatisfaction observed at EBC. While 30% of EPA respondents feel their contributions are not valued, this figure rises to 44.6% at EBC. This highlights a need for more effective recognition programs at EBC to ensure employees feel valued.
- Opportunities for professional growth are perceived to be more prevalent at EBC, with 71.3% of respondents acknowledging adequate opportunities compared to 45.2% at EPA. This suggests that EBC offers more robust career development programs, and there is a need for EPA to enhance its career development initiatives.
- Leadership responsiveness to employee concerns is notably better at EBC. However, significant percentages of employees at both organizations still perceive leadership as unresponsive, indicating room for improvement in management practices to address employee concerns effectively.

- Staff turnover negatively impacts projects and work quality at both organizations, but the effects are more pronounced at the EPA. For instance, 50.5% of EPA respondents agree that turnover affects work quality, compared to 31.8% at EBC. This suggests that turnover management strategies need to be strengthened to mitigate adverse impacts on organizational performance.
- High turnover rates are acknowledged at both organizations. Specifically, 56.3% of EPA and 53.4% of EBC respondents recognize high turnover rates, indicating a widespread issue that needs to be addressed to enhance organizational stability and performance.

5.2 Conclusions

The comparative analysis between the EPA and EBC highlights several areas of concern that need to be addressed to improve employee retention and organizational performance. The findings suggest that while EBC performs better in communication, professional growth opportunities, and leadership responsiveness, both organizations face significant challenges related to employee recognition and the negative impacts of staff turnover on projects and work quality.

- EBC is more effective in its communication strategies compared to EPA, but both organizations need to enhance their efforts to ensure transparency and effective communication with employees.
- Both organizations need to develop more effective recognition programs to ensure employees feel valued and appreciated for their contributions.
- EBC offers more opportunities for professional growth compared to EPA, indicating a need for EPA to enhance its career development programs to retain talent and improve job satisfaction.
- Both organizations need to improve their management practices to address employee concerns effectively and build trust among employees.
- Staff turnover significantly affects projects and work quality, particularly at EPA, highlighting the need for effective turnover management strategies.

- High turnover rates are a common issue at both organizations, necessitating strategic interventions to enhance organizational stability and performance.

5.3 Recommendations

Based on the study's findings and conclusions, the following recommendations are proposed to mitigate staff turnover at EPA and EBC:

- The EPA should improve its communication strategies to enhance transparency. This can include more frequent updates, clear communication channels, and increased engagement with employees to ensure they are well-informed about policy changes and organizational decisions.
- EBC needs to develop more effective recognition programs to ensure employees feel valued. This can include regular feedback, awards, and recognition events to acknowledge employee contributions, fostering a more inclusive and appreciative work environment.
- EPA should enhance its career development programs by offering more training, mentorship, and clear career progression paths. This would help in retaining talent and improving job satisfaction among employees.
- Both organizations should improve leadership responsiveness by adopting more inclusive management practices that prioritize addressing employee concerns effectively. This can help build trust and improve overall employee morale.
- To mitigate the negative impacts of staff turnover on projects, both organizations should implement project continuity plans. This will ensure smoother transitions and sustained performance, even during periods of high turnover.
- Particularly for EBC, where perceptions of quality impact are more varied, strengthening quality assurance mechanisms is crucial to maintaining consistent service delivery.

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APPENDICES

Appendix I. Questionnaires used to collect data

Addis Ababa University

MA Program in Public Management and Policy

**Questionnaire for Ethiopian Press Agency & Ethiopian Broadcasting Corporation
Employees**

Introduction

This questionnaire has been developed by Kalkidan Mersha, a postgraduate student at Addis Ababa University's Department of Public Management and Policy. The purpose of this questionnaire is to gather information on the causes, extent, and effects of staff turnover at the Ethiopian Press Agency and Ethiopian Broadcasting Corporation. This data will be utilized to complete a thesis required for the MA degree in Public Management and Policy studies. Your participation in this survey is greatly appreciated, and please be assured that the results will be handled with the utmost confidentiality and used exclusively for academic purposes.

Part 1: Demographic Information

Instructions: Please answer the following questions by ticking the box(es) that best apply to you.

Gender:

- Male Female

Age:

- 18-25 26-35 36-45 46-55 56 and above

Highest Level of Education:

- High school diploma Bachelor's degree Master's degree
 Doctorate degree

Employment:

- Full-Time Employee Part-Time Employee Freelancer
 Other (please specify): _____

What is your current job position/level?

- Entry-level Mid-level Supervisory/Managerial Executive/Senior Management

How long have you been employed with this organization?

- Less than 1 year
 1-5 years
 6-10 years
 11-15 years
 More than 15 years

Part 2: Job Satisfaction

Instruction: While answering the following questions, please consider situations such as receiving job assignments, participating in team meetings, and performing your regular duties in your department. Please indicate your level of agreement with each statement using the following scale of 1 to 5, where, **Strongly Dissatisfied (SD) 1, Dissatisfied (D) 2, Neutral (N) 3, Satisfied (S) 4, Strongly Satisfied (SS) 5**. Simply circle the number that best represents your view for each statement.

Items	SD	D	N	S	SS
No					
1 My workload is manageable and does not cause me excessive stress	1	2	3	4	5
2 How would you rate your current work-life balance?	1	2	3	4	5
3 I am satisfied with the amount of money I get paid.	1	2	3	4	5
4 There are ample opportunities for growth and development in my current role.	1	2	3	4	5
5 I have positive and supportive relationships with my colleagues.	1	2	3	4	5
6 I have a good working relationship with my supervisors.	1	2	3	4	5

Part 3: Organizational Performance

Instruction:. Please indicate your level of agreement with each statement using the following scale of 1 to 5, where, **Strongly Disagree (SD) 2, Disagree(D) 3, Neutral(N) 4, Agree(A) 5 , Strongly Agree(SA)**. Simply circle the number that best represents your view for each statement.

No Items	SD	D	N	A	SA
7 How would you rate the EPA/EBC's performance in managing and minimizing the impacts of staff turnover?	1	2	3	4	5
8 How would you assess the EPA/EBC's overall productivity and efficiency during your tenure	1	2	3	4	5

- | | | | | | | |
|----|--|---|---|---|---|---|
| 9 | Were there any specific projects, initiatives, or operations that were negatively affected by staff departures | 1 | 2 | 3 | 4 | 5 |
| 10 | Did you notice any significant changes in the quality of work or service delivery due to staff turnover | 1 | 2 | 3 | 4 | 5 |

Part 3: Employee Perceptions

Instruction: To what extent do you agree or disagree with the following sentences?

No	Items	SD	D	N	A	SA
11	How would you rate the EPA/EBC's communication and transparency regarding organizational policies and changes?	1	2	3	4	5
12	Did you feel that your contributions were valued and recognized by the organization?	1	2	3	4	5
13	Were there adequate opportunities for professional growth and career advancement within the EPA/EBC?	1	2	3	4	5
14	Did you feel that the EPA/EBC's leadership was responsive to employee concerns and feedback	1	2	3	4	5

Part 4: Work Environment

Instruction: Consider the supervisors, top-level executives, and the communication and work environment established by your superiors and the management of the organization. Please answer the following questions to what extent do you agree or disagree with the following sentences?

No	Items	SD	D	N	A	SA
Working Environment						
15	My work skills match the skills needed for my job.	1	2	3	4	5
16	The company has provided me with training opportunities	1	2	3	4	5
17	There is open and effective communication within the organization	1	2	3	4	5
18	I receive constructive feedback on my work performance	1	2	3	4	5
19	I have a good relationship with my immediate supervisor	1	2	3	4	5
20	I feel supported by my superiors when facing challenges at work	1	2	3	4	5
20	The Company Provides a fair and unbiased performance evaluation process	1	2	3	4	5
21	I have access to the necessary resources and tools to perform my job effectively	1	2	3	4	5

Part 6: Suggestions for Improvement

22. Please provide any suggestions or recommendations you have for improving employee retention and reducing turnover within the Organization.

Thank you for your participation in this questionnaire.

Appendix II. Key Informants Interview

Dear EBC/EPA Managers and Human Resources Staff,

I am a graduate student at Addis Ababa University, undertaking an MA in Public Management and Policy. As part of my program requirements, I am conducting research on Causes, Magnitude, and Consequences of Staff Turnover in Ethiopian Press Agency and Ethiopian Broadcasting Corporation.

Your response to the interview will be used for this particular research work only. For the purpose of confidentiality, we both sign the form for ‘Consent of Confidentiality’ to agree for the same and meet ethical considerations in research. Feel free to respond to the items in your preferences.

Thank you for your participation in this research work.

General information

Your Qualification _____ Years of experience at EBC /EPA _____

Positions held at EBC/EPA _____

Interview Items

1. Role and Responsibilities: Describe your position and duties in the organization.
2. Tenure: How long have you been working here?
3. How would you describe the current staff turnover situation in your organization, and have you noticed any specific patterns or trends in employee departures?
4. What are the primary reasons why employees voluntarily leave your organization?
5. How satisfied are employees with their compensation packages (salary, benefits, incentives)?
6. What are the perceptions regarding career growth and advancement opportunities within the organization?
7. How would you describe the organizational culture and work environment?
8. How does staff turnover affect the day-to-day operations and productivity of your department/organization?

9. What retention strategies or practices are currently in place within your organization, and how effective do you perceive these strategies to be in reducing voluntary turnover?

10. What additional strategies or initiatives would you recommend to improve employee staff turnover, and are there any successful retention practices from other that could potentially be adopted?