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ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF BUSINESS LEADERSHIP

The Role of Leadership on Employee Turnover: A Study on
Fana Broadcasting Corporate Share Company

BY

Musbah Yesuf Kelil

Submitted to the school of commerce in partial fulfillment of
the requirements for the Award of the Master of Arts Degree
in Business Leadership

Advisor: Teklegiorgis Assefa (PhD)

June, 2023

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FANA BROADCASTING CORPORATE SHARE COMPANY

BY
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Approved by:

Teklegiorgis Assefa (PhD)

Advisor

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Declaration

I hereby declare that this research project entitled: “The role of leadership on employee turnover: a study on Fana broadcasting corporate share company” carried out by me under the supervision of Dr. Teklegiorgis Assefa, from School of commerce, Addis Ababa University for the partial fulfillment of the requirements for the Award of the Master of Arts Degree in Business Leadership. I further declare that this paper is my original work and has not been submitted to any other university for the award of any degree. All referenced sources are listed in the reference section of the paper. This research project paper is submitted for the award of the Master of Masters of Arts degree in business leadership to School of Commerce, Addis Ababa University.

Musbah Yesuf Kelil

Signature _____

Place: School of commerce, Addis Ababa University

Date: - _____

Advisor’s approval

As an advisor to the candidate I certify that the declaration made by the candidate is consistent and correct to the best of my knowledge.

Approved by: Teklegiorgis Assefa (PhD) _____

Project Advisor

Signature

Date

Acknowledgements

This study became into being with direct and indirect contribution and support of people and the almighty Allah.

Firs and for most I would like to thank Allah for giving me such a strength in my old age to complete the three years course of study and this final research paper. Next to him I would like to thank my immediate supervisor, Ato Gashaw Assefa (D/CEO), for his encouragement and understating to my academic endeavors.

I would like to thank and extend my respect to my examiners Dr. Hailemariam and Dr. Neway for the last minute but much helpful and constrictive comments.

I would like to extend my respect and thank to my advisor Dr. Teklegiorgis Assefa for his support and insightful advice from the research title construction and throughout the end of this research paper.

I also would like to thank School of commerce for providing the opportunity of education options for those who are in need. A special thank goes to ICT department of the school for providing me a helpful email address.

I am greatly thankful to all instructors who educated me during the last three years.

My two sons Amir and Nebiyu, my two daughters Yididiya and Khewlet have a special place in my heart. The way they encouraged me has created memorable impression in me.

I would like to thank Fana broadcasting corporate management for permission the gave to conduct the study on the company's leadership.

Finally, I would like to thank all respondents of the research questionnaire for your honest, reasonable, and adequate responses. I thank you all FBC staff for your honest encouragements.

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Acronyms

- **FBC:** - Fana Broadcasting Corporate Share Company
- **ETI:** - Employee Turnover Intentions
- **ET:** - Employee Turnover
- **Freq.:** - Frequency
- **Pct.:** - Percentage or simply percent
- **TO:** - Turnover

Abstract

Globalization pushes every industry to look for unique and inimitable competitive advantages. One of the unique competitive edges, nowadays, is the retention of experienced employees. In retaining those employees the role of leadership has an indispensable value. Local and international researchers devoted their time and effort to figure out retention factors on various industries. However, there is no much research has been conducted about retaining broadcast media professionals. This study however addressed a broadcast media with specific attention to content work employees who are engaged in the journalism profession. The study mainly used quantitative and qualitative primary data to answer the research questions: the role leadership style, leaders' business knowledge and skills, and leadership wisdom on content work force. The quantitative data are gathered using a 7-point Likert scale questionnaire and the qualitative data also primarily gathered by open-ended questions. The quantitative data are analyzed using SPSS software, and the qualitative ones are organized, arranged and frequencies are tallied manually. The results from the analysis of both quantitative and qualitative data shows that leadership style is highly rated as a contributor for employees' departure followed by weak leadership wisdom. According to the study result improvements in leadership style and leaders' leadership wisdom reduce employee intentions of leaving the company, and enhance employee retention. Therefore, the study recommends that the company requires instilling constructive leadership style and improve the leaders' leadership wisdom in every level of its content work unit.

Key words: *leadership role, leadership style, leaders' knowledge and skill, leadership wisdom, employee turnover intention, employee turnover retention, Fana broadcasting corporate*

Chapter one

1. Introduction

The introduction part of this study report comprises background of the study, background of the organization, statement of the problem, research questions, research objectives, significance and limitation of the study Organization of the report; and finally definition of key terms used in the report.

Each of the topics mentioned above are presented as follows:

1.1. Background of the study

Nowadays the effect of Globalization is making every industry similar in many aspects. The work design; technological facilities used in production, promotion and distribution; capital accessibility, human and information resources availability; attraction mechanisms of talented employees, and any form of production and distribution inputs are equally accessible to every organization in a given industry. On the other hand the shift from a commodity-based economy to a knowledge-based economy has also changed the status of human resource management and its role in organizations where organizations require to be more focused on highly talented individuals (Skuzza, 2022). To this end firms require to think carefully and design prevailing but reasonable strategy to compete and get smarter in their respective industry. Looking for a strategy that is not imitable, at least not easily, by competing firms is a wise thinking. One may think of acquiring highly sophisticated and productive machineries, developing world class work design, paying increased salaries and wages, and furnishing the workplace with world class equipment and furniture make a company at the front line in the industry. This is not the case; though all of these components have their own role in making the company operational they doesn't make the company unique from similar companies; all they cost is money. It is not a big deal; any competitor can get them as long as it has decided to do so. Because the capital market is there and equally accessible for all, besides, there are also other options to get money; such as selling company share, having long-term loan, etc. Therefore, it can rationally be said that having all the resources mentioned above only doesn't make a company a leader in its industry or highly productive or excellent in its bottom line.

The fact is that companies with similar operational facilities are still competing and still produce different outcomes, be it in profit, in market share, in product quality, etc. The overlooked and hidden source of difference among companies is, therefor, the handling of the human capital that

they are operating with; that is using their available talent to the possible maximum. Talent is a desirable quality in all human beings (Ansar and Baloch, 2018), that is a natural ability that one can have. Human beings vary with their capacity to learn and with their pace in developing their selves. Companies need to understand such difference and use every ones' talent to the possible maximum. What comes here is the role of leadership in handling the human resource for the benefit of the company. It is the leadership that makes difference in making the overall corporate performance varies among each other. If it is for other reasons, such as the aforementioned inputs, it would not sustain for long, as it can be imitable by every competing company within the given industry. Suitable leadership practices to human resources enable companies to enjoy the maximum talent available throughout the company.

The utilization of human capital issue need to be seen in two dimensions: one is using the existing employees' talent up to the available maximum, and two, retaining the best ones with the company for long. The talent of the existing employees naturally varies to each other. It is up to the company's leadership strategy in identifying the capacity, quality, skill and knowledge of each employee and make the maximum use for the benefit of the company and the individual employees as well. This can include using the available knowledge and skill, developing employees based on their capacity, etc. Regarding employee retention, of course all employees benefit the company but out of them some key performers, more skilled and talented ones benefit more. In such cases losing these people highly matters the company. Replacing them is costly, it harms company image, reliability, negatively affect the existing employees psychologically etc. In both cases the role of leadership takes the lion share. Leaders are responsible to use the existing talent and retaining them, at least, the key performers. In general it can be said that high employee turnover has adverse effects on economic growth of companies as they incur additional costs (Gan, 2021).

This study is all about the role of leadership in using the available talent to the possible maximum on one hand, and keeping key performers for the longer period of time on the other. The study addressed content work unit employees of Fana broadcasting Corporate Sh. Co. who are journalists and whose main task is production and presentation of News and programs through the available channels to the audience, which is also the central activity of the company.

It is observed that currently content work unit employees, particularly who are considered high performers, are leaving the company.

John Maxwell (2008), in his book “Leadership Gold” wrote: “... “How many have ever quit a job because of a bad leader or a bad relationship at work?” ... people quit people, not companies.” Some sources estimate that as many as 65 percent of people leaving companies do so because of their managers (Maxwell, 2008). According to Maxwell people quit four types of people (1) people quit people who devalue them; (2) people quit people who are untrustworthy; (3) people quit people who are incompetent; and (4) people quit people who are insecure these are leaders who are fearful, suspicious, distrust, or jealous.

What often differentiates a good boss from a bad one is the leadership ability. From motivating and rewarding effort, organizing capital and labor, establishing the work pace, serving as a role model for employees, and setting the overall tone of an organization’s work environment, a boss’ leadership ability is apt to impact how employees view their job (Carter and et.al, 2019). This study attempts to identify the leadership problem, if any, that is contributing for the quitting of employees from the content work unit of Fana broadcasting corporate share company.

The company so far looks comfortable with the rate of the employee turnover. According to the January 2023 Company report the aggregate turnover rate as compared to similar time of a year ago shows similar in number, i.e. 49 and 51 respectively. Even though it is the fact and the actual number, but it is misleading. Because the company has three broad work units; among which the content work unit is the key functional area; where news and programs are planned, developed, and produced. That is to mean major information are gathered, developed and ready to be delivered to audiences. As a broadcaster this is the key functional area for the company. And hence the turnover of this work unit needs to be exclusively measured and addressed. For instance the departure of a single branded anchorman is more sensitive than the departure of more than one administrative staff; because audiences association of the person to the broadcast station is highly likely. But the departure of, even a highly professional, administrative personnel cannot be observable by the audience. Due to this reason and other facts the scope of this study is limited to employees of the content work unit only.

Companies employee turnover normally computed based on the total number of employees in the company; which is dividing the number of employees left during a year by the total number of employees. The percentage shows the actual turnover rate. However, the rate doesn’t tell which of the work units of the company is/are affected most. According to the preliminary study conducted by the researcher on average there is a 4.9% turnover rate during the last two years in Fana broadcasting corporate share company. It looks healthy. However, relying on the rate only is

misleading. Losing key performers, incurs financial and psychological costs. Financially, studies show that replacing a single employee can cost about twenty percent of the salary in terms for recruiting, training, and the lost productivity; although some estimates are much higher than that (Carter et.al, 2019). Encyclopedia of Human resource management volume two, 2012 states the cost as $\text{Turnover Costs} = \text{Termination Costs} + \text{Hiring Costs} + \text{Training Costs}$. Psychologically, other employees probably impacted and may tend to do the same, disruption of the work team, etc. Therefore, companies need to give much attention to the number of employees who are leaving in a particular work unit, rather than relying only on the general turnover rate in a particular period of time.

Accordingly this study focused on employees of a broadcast company particularly on news and program producers; where losing one of them highly matters and the effect become stronger and stronger as the number of the leaving employees increases from the content work unit. That is to mean the higher the number of content work unit employees leaving the company, the stronger is the adverse effect to that specific work unit.

Employee turnovers can be divided into two categories: Functional and dysfunctional. The functional is related to capabilities of the employee whereas dysfunctional is not related to the performance capability of employees; both types of turnover effected voluntarily by the employee interests or done by the employers' intention.

This study addresses the dysfunctional voluntary turnover, where employees leave the company due to unhappiness with the work environment, or a better offer outside the organization, or both.

1.2. Background of the organization

Fana Broadcasting Corporate Share Company (FBC) is established in October 1994 with four regional development associations. The company currently operates with 1,013 employees in 11 media stations throughout the country. That is 10 regional FM stations and one FM and a Television station in head quarter located in Addis Ababa.

The company is structured with three work units run by deputy CEOs. The three broad units are Content work unit, Media technology and operations work unit and Finance and Administration work Units. The content work unit currently employs 266 professional in head office

1.3. Statement of the problem

According to the preliminary study made by the researcher, the company is losing some its content work unit employees. Not only that there are also indicators of intentions on leaving the company among the existing ones; it is to mean that the existing content work unit employees want to leave the company for another employer whenever they get the opportunity. Reasons for the intention stated so far are: looking for better salary and economic benefits, looking for better recognition for their work, looking for fairness from their leaders, and looking for a role model leader who boost their motivation.

Based on the observed problems stated above any interested researcher on such subject area would be stimulated in identifying the true cause(s) of those effects. Particularly that worth studying is the leadership role for the circumstances of such inconvenience incidences to the organization. The main area of this study is the leadership effect for both the retention and intention of content work unit employees. Since a leadership role can be expressed in terms of the way the leader execute her/his duties, the relationship of the following variables are discovered by this study: (a) types of leadership styles are enforced, leaders' knowledge and skills, and leaders' leadership wisdom, and (b1) employee turnover intentions, (b2) employee turnover retention.

1.4. Research questions

The research questions of this study addressed the qualities of the work unit leaders' leadership styles, drive, motivation, honesty and integrity, self-confidence, cognitive ability, knowledge of the business, adaptability and flexibility. The questions also addressed the relevance of those qualities towards the employee turnover intention and retention. Accordingly the research questions of this study are:

1. What are the leadership styles used by the work unit media leaders; and the styles' implication towards both employee retention and employee turnover intention?
2. How is the skills and knowledge of the work unit media leaders and its implication towards both employee retention and employee turnover intention?
3. How is the leadership wisdom of the work unit media leaders; and its implication towards employee retention and employee turnover intention?

1.5. Research Objectives

Fana broadcasting corporate share company is currently facing problems with regards to retaining its content work unit employees. Accordingly this study aims to discover the root causes of the problem by achieving the following general and specific objectives.

1.5.1. General objectives

The general objective of this study is identifying the degree of existing leadership qualities and the role of such qualities towards on both employee turnover intentions and retention on content work unit employees of Fana broadcasting corporate share company.

1.5.2. Specific objectives

1. To measure the degree of the four basic leadership styles (Participatory, Laissez-fair, Authoritative and Transformational) used in content work unit, and their effect on the unit's employee turnover,
2. To measure the work unit leaders' knowledge and skill, and its effect on the unit's employee turnover,
3. To measure the work unit leaders' leadership wisdom, and its effect on the unit's employee turnover.

1.6. Significance of the study

According to John Maxwell (2008) people leave people not their jobs or their company. Currently there are a considerable number of broadcast companies are operating in Ethiopia. Almost all of them use similar equipment and facilities for their operation. They also fetch skilled labor from the same market. Such similarity of the resources leads to fierce competition in the media industry. On the other hand, even if the available labor market is equally accessible to all, people naturally vary on their degree of talent; that is to mean getting highly talented people is not easy as such, and keeping them for long with the company when they are found is not a simple bet. Therefore, companies need to think carefully and create inimitable strategy to retain talented employees and become a reasonable and strong competent. Therefore, this study is significant because it focuses on the leadership role towards retaining the human capital. That is wise handling, motivating and leading the human capital towards the company goal; this makes the company unique and highly competent within the given industry.

1.7. Scope of the study

This study is delimited to the content work unit of Fana broadcasting corporate share company. The study exclusively conducted on the head office located in Addis Ababa. However the research result is expected to be applicable to content work unit of other broadcast companies in the same geographic area.

1.8. Limitation of the study

The study is limited to three aspects of leadership: Style, wisdom, and leaders' knowledge and skill. Leadership styles also limited to constructive leadership styles: Participatory and Transformational leadership styles; and destructive leadership styles: Authoritative and Laissez-fair leadership styles (van Prooijen, 2015).

1.9. Organization of the report

This research report is organized in a conventional manner used by the academics. Accordingly the report comprises five chapters. Chapter one is an introduction of the study which presents the reason or the rationales studying the topic. Chapter two devoted to present some of the available literatures including research out puts and classical books published on the topic. Chapter three is about research methods used to gather data, ways of manipulation and presentation of the gathered data. Chapter four presents data analysis, presentation and interpretation of what the analyzed and summarized data tells about the research questions. Finally chapter five provides the findings of the study with possible recommendations. At the end, list of references used for the study and questionnaire distributed to respondent for the data gathering are provided for readers and other users' convenience.

1.10. Definition of Key terms

For this study purpose the following terms are defined as follows: -

- **Administrative staff:** - are employees who are not categorized in the content work unit of the company
- **Anchorman:** - a man who presents a news program (A & C Black Publishers, 2006).
- **Content work unit employees:** - Employees who are responsible for the production and presentation of News, programs, documentaries, shows, etc. on radio and television settings.

- **Content work unit:** - Fana broadcasting corporate is structured in three broad work units: Administrative, technical, and content work units. Each of them is led by the deputy CEOs of the company. The content work unit is responsible for the production and presentation of news, programs and documentaries, live transmissions, shows, etc.
- **Cronbach's alpha:** - a measure of internal consistency reliability [in questionnaire] that assumes equal indicator loadings. (Hair, 2014)
- **Employee turnover:** - refers to the total number of employees leaving an organization, turnover intention tells us how many employees intended to leave.
- **Host:** - a person who welcomes and speaks to invited guests on a radio or television program such as a chat or game show (A & C Black Publishers, 2006).
- **Potential:** - Inherent within the notion of human potential is the belief that in reaching their full potential an individual will be able to lead a happy and more fulfilled life (Vernon, 2009),
- **Talent:** - (a) the natural endowments of a person (b) general intelligence or mental power : ability (Merriam Webster online dictionary,2023)
- **Turnover:** - a voluntary cessation of membership in an organization by an individual who receives monetary compensation for participating in that organization. (Hom, Peter W. and Griffeth, Rodger W., 1995)
- **Turnover intention:** - Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing (Belete, 2018)
- **Wisdom:** - Leadership wisdom is the combined use of awareness, experience, and insight to set direction, empower people, ensure well-being, and guide activity to achieve lasting results (The University of Chicago, 2020, online).

Chapter Two

2. Review of Literature

The review of literature is subdivided into two parts, namely the theoretical review which addresses the classic literatures published book format, and the empirical review that provides research findings.

2.1. Theoretical reviews

2.1.1. Talent management

There are relevant leadership theories available in the form of classic books, encyclopedic works and specialized dictionaries. For this study purpose some of them are reviewed as follows.

Talent management is one of the most important strategic objectives of organizations today. From every viewpoint, talent is essential and is often regarded as a key strategy in maintaining a competitive advantage. Talent management is needed for success, efficiency, and consistency (Phillips and Edwards, 2009). The book by the same author also emphasizes the essentiality of the human resources for a company to be competitive in its respective industry. Today's organizations have access to the key success factors. Financial resources are available to almost any organization with a viable business model. One company no longer has an advantage over another to access the financial capital needed to run a business. Access to technology is equal; a company can readily adapt technology to a given situation or business model. It is difficult to have a technology advantage in an information technology society. Businesses also have access to customers even if there is a dominant player in the market. Newspapers are laced with stories of small organizations taking on larger ones and succeeding. Having entry and access to a customer database is not necessarily a competitive advantage. What makes the difference, clearly, is the human capital, the talent of an organization. With relatively equal access to all the other resources, it is logical to conclude that the human resources are where a strategic advantage can be developed. (Phillips and Edwards, 2009, p 4-5)

Managing retention is a constant challenge for any organization (Phillips and Edwards, 2009). Now, talent retention has captured the attention of the business, financial, and executive communities. Negative impact of talent departure is also listed in the same book: (1) High financial cost, (2) Involve survival issue, (3) Create exit problems, (4) Productivity losses and workflow interruptions, (5) Affects Service quality, (6) Loss of expertise, (7) Loss of business

opportunities, (8) Administrative problems, (9) Disruption of social and communication networks, (10) Affect the job satisfaction of the remaining employees, and (11) affects image of the organization in general terms. These are very significant negative consequences (Phillips and Edwards, 2009, pp. 30-31)

Phillip and Edwards also commented on leaders' role on retaining employees, in their words "Great leaders inspire confidence in employees and motivate them to stay in an organization. In addition to setting strategy and making the right decisions about the direction of the organization, effective leaders are able to guide, coach, and mentor employees" (Phillips and Edwards, 2009, P 214)

Another writer (Michael Wellin, 2007) on his book entitled "Managing the psychological contract" discussed about new employees' expectations. He stated that if employees' perceptions and expectations are consciously attuned to the realities of the new organization during the first three to six months the individual is more likely to become effective and stay. If the labor turnover of organizations is studied for different levels a peak typically occurs some six to 18 months after joining. The reason for this is that individuals after six months are over their honeymoon in the new job; the organization expects them to deliver, and the individual will also have become exposed to the realities of the job and the organization. If mutual expectations are effectively shaped and managed during induction fewer new joiners will leave, and unnecessary recruitment costs can be significantly reduced. The personal deals that are set up shortly after an individual joins an organization are critical for the subsequent success and happiness of a new employee. They set the pattern for what happens subsequently, and point the way for the individual's employment relationship with the organization (Michael Wellin, 2007, P. 67)

2.1.2. Leadership styles

Leaders who behave in an authoritarian, harsh manner toward employees, and do not easily accept criticism are insensitive to the needs of employees, and have been associated with perceptions of abusive supervision (Kiazad et al. 2010; Martinko et al. 2013). As such, dictatorial leaders contribute to a work environment where employees feel dominated, controlled, and marginalized. Such feelings of marginalization have consequences for how employees experience their job: Specifically, despotic leaders are likely to elicit feelings of job insecurity among employees, as such leaders provide little confidence that they will try to retain an employee's position (Padilla et al. 2007). In a somewhat different fashion, laissez-faire leaders also contribute to an insecure work environment. They are characterized by a lack of leadership, and do not intervene unless it is

absolutely necessary. Laissez-faire leaders are hence considered indifferent, and consequently, it may be hard for employees to establish how well they perform on their tasks, or how much their leader respects them. Laissez-faire leadership has indeed been found to be detrimental to leader effectiveness (Derue et al. 2011), and correspondingly, it stands to reason that laissez-faire leaders increase employees' feelings of job insecurity. This obviously leads to the employee turnover intention.

Whereas charismatic or transformational and participative leadership styles, referred to as constructive leadership styles, contribute to a positive work environment by decreasing stress and increasing commitment among employees (Britt et al. 2004; Dale and Fox 2008). Charismatic or transformational leaders inspire employees to think and act in the collective interest, and to perceive the organization's goals as their own goals. For instance, charismatic leaders promote employees' feeling that their work is important (Bono and Judge 2003), and they make employees feel more empowered in their jobs (Avolio et al. 2004).

Participative leaders, on the other hand, solicit the input of their employees by asking for their opinions when important decisions need to be made, and by including them in vital decision-making processes. These consultation behaviors displayed by participative leaders are closely associated with the basic procedural justice strategy of 'voice' (Furst and Cable 2008). In a wide variety of social settings, applying procedural justice principles; "treating people with dignity and respect, giving citizens 'voice' during encounters, being neutral in decision making, and conveying trustworthy motives." helps people to manage basic uncertainties (Van den Bos and Lind 2002) and improve the relation between leaders and followers (Tyler and Blader 2003). These procedural justice effects are also commonly found in the context of organizations (Van Knippenberg et al. 2007).

This study attempts to discover the effect of both the destructive and constructive leadership styles on employee turnover and employee turnover intentions in Fana broadcasting corporate share company.

2.1.3. Leaders' skills and knowledge

Leaders are considered to be a role model in the society and if they are honest, humble, cooperative, supportive, motivate others, inspire others, good at communication with others, consider themselves accountable for their actions, a man of their words and always fulfills their commitments (Shehzad, 2019). However, there is no one profile of a leader. Rather, many different personality compositions make up leaders, some of which are more effective than others

(Parr, 2016). Media leaders may need to have certain ‘right’ characteristics in order to be able to lead in an effective way. Kirkpatrick and Locke (1991) introduced six key traits important to leadership success: drive, leadership motivation, honesty and integrity, self-confidence, cognitive ability and knowledge of business.

- Drive refers to the effort level that emanates from leaders.
- Leadership motivation is associated with a willingness to assume power and responsibility.
- Honesty and integrity may lead to credibility and a more predictable and consistent decision and leadership process. Honesty refers to being truthful and integrity is about standing for what s/he believes right
- Self-confidence is essential for commanding respect and arousing followers.
- Cognitive ability is the essential trait for problem solving, strategy formulating and decision-making.
- Knowledge of business of business in the case of this study is knowledge and skill of journalism and broadcast media.

2.1.4. Leadership wisdom

The book written by M. A. Soupios and Panos Mourdoukoutas (2015) entitled “The ten golden rules of leadership” presented what the leadership wisdom should be. According to the writers many of the problems afflicting modern society are traceable to an extraordinary dearth of leadership. In politics, business, education, and a myriad of other fields, it is observable that there are inadequacies with those of in charge. The cause could be lack of skill or experience. It also could be with lack of deeper, broader insights, the kind of insights that technical skill alone does not confer, such as, the ability to see the big picture, to connect with members of the organization, to foster a meaningful and productive work environment, and to steer the corporate-ship through the challenges of highly competitive markets and new technologies (Soupios, 2015). According to M. A. Soupios and Panos Mourdoukoutas:

- Leadership is not the same as administration.
- The special qualities of leadership are complex and rare. Not everyone can be a leader.
- Leadership cannot be easily manufactured. It is not the result of simple formulas or rules.
- Leadership takes skill, experience, and ripened personal perspectives regarding the nuances and complexities of life.
- Only those men and women who have developed a carefully conceived philosophy of life are capable of genuine leadership.

A wise leader is expected to understand her/his inner world. Understand own inner world, bright and dark sides, personal strengths and own weaknesses. Self-comprehension is a fundamental precondition necessary for real leadership.

Effective leaders should always embrace the truth; always encourage candid criticism throughout the organization. Effective leadership requires honest assessment. Real leaders: solicit honest appraisals from subordinates, understand that truth is the lifeblood of a well-run organization and tolerate and encourage genuine criticism.

Wise leaders also characterized by bringing employees' talent out and align it with organizational interests by creating an environment that allows employees to compete with each other in a constructive rather than a destructive way.

A true leader dedicate her/himself to a higher standard of personal conduct; s/he does not hold grudges and ill will toward those who offends; s/he always get ready to assist those who are in need without asking something in return; s/he remains calm in the face of crisis; dedicate themselves to principle without compromise; so that they earn the trust, respect, and admiration of their subordinates through their character, not through the authority conferred upon them by the corporate chart; they turn authority into power.

Moreover, leaders wisdom always evaluate information with a critical eye, and they never underestimate the power of personal integrity; they always set an honorable agenda; adhere to a code of professional conduct; they never try to justify dishonesty and deceit, rather fail with honor than win by cheating. (Soupios and Mourdoukoutas, 2015)

2.2. Empirical reviews

A number of local and international researchers also reported variety of findings on the area of employee turnover retention and turnover intention. The following are some of the findings available in different cases about the subject.

According to the conclusion of a research conducted by Endalk Filfil on the contribution of non-financial reward to employee retention, physical work environment has the greater effect on employee retention followed by training (Endalk, 2019). The contributions of recognition and work life balance were found to be statistically insignificant according to the study which leads to that the amount of work life balance practices does not have an effect on employee retention, this shows that there should be a better strategy, procedure and that companies need to follow,

redesign and restructure their recognition and work life balance practice in line with the culture of employees of the companies. (Endalk, 2019,P 53)

In another research report (Demelash, 2020) an overall talent management practice was positively correlated to employee engagement while negatively correlated to employee turnover intention. Similarly, employee engagement was negatively related to employee turnover intention

A study, that has attempted to assess the relationship between the company reward and compensation, training and development, work-life balance, employee empowerment, and performance appraisal systems with employee retention (Sileshi, 2020). The results of the findings showed that there is significant positive relationship between the systems and the employee retention. The study doesn't conclude that these are the only factors that assure the employee retention.

A study in Technical University of Munich was conducted to evaluate factors affecting retention of professional employees in firms practicing in civil geotechnical and environmental engineering. The study shows that the two most important variables influencing turnover are: (a) Opportunity and challenge; and (b) management attention to employees through feedback, interest in employee affairs, recognition of good work, delegation, and provision of opportunity to influence decisions and policies; whereas, salary and profit-sharing benefits are of a lesser impact than the aforementioned two variables. The study also identifies other variables with lesser importance: working conditions, geographic location, performance review, bonuses, organizational structural clarification, insurance, stock options, and others. The study also shows that employees who come to the firm on their own initiative or through a reference by a fellow employee are likely to stay longer (Afifl, 1991)

A study by (Mccarthy, et al.; 2017) filled gaps in research concerning the role of social exchange in long-term employee decisions leading to either remaining or departing the organization. The study also demonstrated the vital role that the relationship between employee and leaders play in influencing an employee's future career decisions. The study also provides that business leaders with key insights on sustaining a skilled workforce for the long-term and minimize turnover based on revised hiring practices that attempt to match employee skills with the requirements of the organization. One such requirement is the very nature of openly participating in a strong leader-member exchange relationship. This research helps highlight those areas that require additional attention by leaders such as fostering supervisory relationships with their employees, including them in feedback participation, and how well they will embed themselves in their tasks to

accomplish the organization's mission. Based on the results of this study, organizational leaders should be developed to nurture a positive work environment through the deliberate establishment of social exchange relationships with employees, thereby potentially decreasing turnover intention and fostering a more experienced workforce.

Another study identified some of the leadership styles prevalent in organization (Sareen and Agarwal, 2016). It included transformational, transactional and passive leadership styles. The study suggested that transformational leadership style is the best leadership style that should be adopted by the leaders of companies to curb the attrition rates.

Evidences from previous researches have shown high impact of direct leader's leadership style on employee intention to stay in the organization (Sareen and Agarwal, 2016, p.122). A leader chooses a particular leadership pattern or style depending on situation, followers, position, power, etc. The results of the study showed that transformational leadership style of a manager/leader is more impactful on retention of middle or operational level employees as compared to other leadership styles. It results into higher productivity, better understanding of employees and collectivism followed by greater retention. The study finally concluded that different employees have different expectations from their leaders. The real task of managers is therefore to understand the need and behavior of each employee and mold their leadership style accordingly in order to achieve good results. (Sareen and Agarwal, 2016)

To retain employees and maximize their productivity organizations need to provide exactly what employees need and desires. Training and development, increasing pay and rewards, providing work-life balance, are the main factors that leaders provide to employees in order to retain employees for longer period of time. If organizations work on these factors then high employee turnover rate will be controlled and can also retain talents in the organization. Rao, Akhil, and Narasimha, 2018)

A study recommended what is necessary for the organizations to follow such leadership styles that bring effectiveness in the working of employees, and by which, they feel motivated towards their work. (Mohammed, 2020) (1) *Create value proposition to attract employees*: such as offer attractive features, like friendly work environment, no discrimination, growth opportunities, etc., to his existing and potential employees, so as to attain high level of employee satisfaction. (2) *Craft reward system*: Managers should provide other benefits and perquisites besides compensation, like promotional opportunities, bonuses and incentives, and non-monetary benefits, etc., to their employees based on their performance, in order to retain them in the organization. (3)

Give feedback on employee performance on a regular basis: Effective performance appraisal system helps the employees to know about the importance of their performance and their existence in the organization. Receipt of performance feedback on time also indicates that managers pay attention on the work done by the employees and provide assistance to their employees on how they can improve their performance, which in turn, helps in employee engagement and retention. (4) *Flexible work – life balance:* Companies should form their working policies in such a way that it provides flexibility to the employees in managing balance between their personal and professional life. The managers should adopt different control systems for checking time and attendance of the workers without hampering the output, quality, and the productivity. (5) *Create a culture of belongingness trust:* Nowadays, employees feel more attached to their colleagues in comparison to the company through activities related to process management and project-team based work. This results into shift in their loyalty towards projects, employees, and teams. Companies must create such a culture where employees, processes, and projects can become fully connected and engaged with one another, so that the employees can remain loyal to these organizations. (6) *Creating a Motivating Environment:* The main aim of the team leaders is to create an environment which is motivating, so that they are able to retain their team members for longer periods. (7) *Standing up for the Team:* The team leader has cordial relations with all its team members. He needs to create a balance between the management and the team members. Leaders need to take a stand for their team and also make the team understand its responsibilities. A leader is representative of his team, and when the leader takes steps for his team members, he is able to provide a support to members, which helps in improving their working. The team leader's support proves to be helpful for the retention of members and improving their productivity. (8) *Providing coaching:* The coaching acts as a tool to improve the performance of employees, and all the actions are monitored closely, which helps the members in delivering effective and efficient work. (9) *Delegation:* The work should be delegated according to the competencies of members of the team. (10) *Extra Responsibility:* The leaders should enhance the capabilities of employees and give them added responsibilities to keep them engaged in their work.

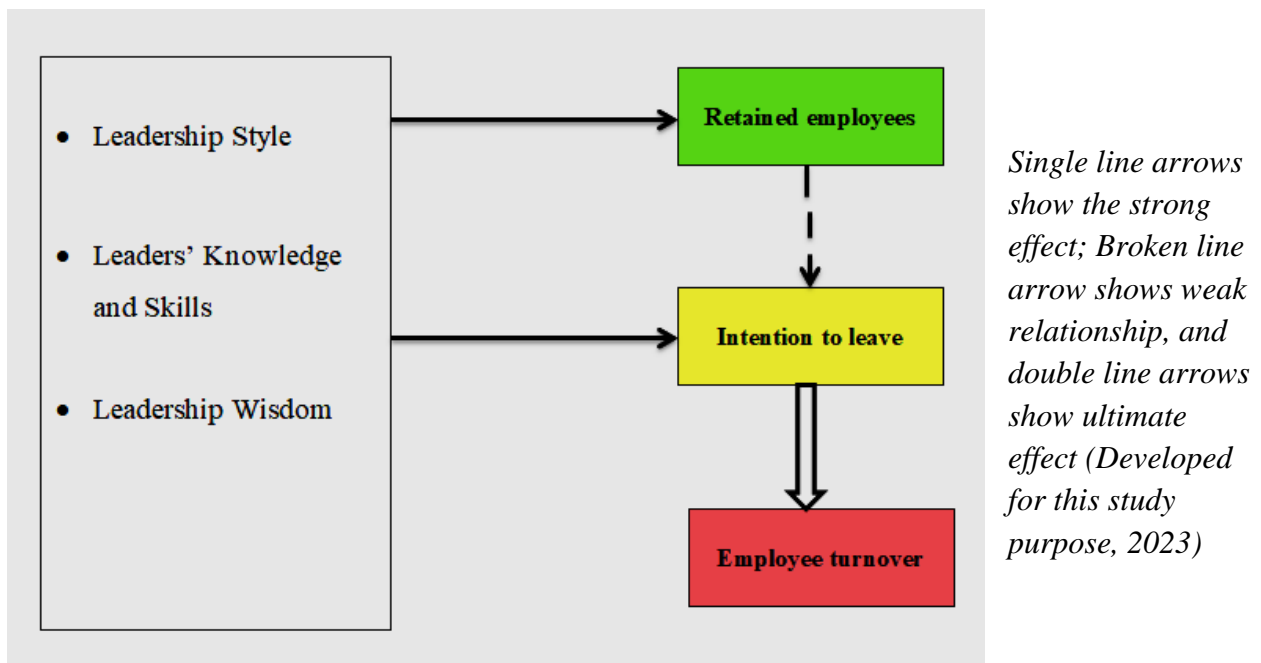
Journalists have good relationships with management, job autonomy (Bergen & Weaver, 1988), and higher social status (Demers, 1994). In other words, journalists tend to be intrinsically motivated and focus more on professional values than organizational values.

The conceptual framework of this study is designed to depict the overall study. Accordingly, (1) the leadership styles addressed (a) Participatory, (b) Authoritative, (c) Laissez-fair and (d)

Transformational styles. (2) Leaders’ knowledge and skill are investigated in terms of (a) leaders’ knowledge of the business (b) Leaders’ product concern (c) Leaders’ consumer concern (d) leaders’ effort to their work, (e) Leaders’ eagerness and energy towards their duties. And (3) Leadership wisdom is measured by (a) cognitive ability (b) self-confidence (c) adaptability (d) Integrity (e) honesty and truthfulness, (f) flexibility, and (g) considered as gifted leader. The effect of such leadership behavior yields (1) retained employees and/or (2) employee intentions to leave; which eventually results to employee turnover. The conceptual framework of this study illustrates the aforementioned facts.

2.3. Conceptual Framework

Figure 1



Chapter Three

3. Research Methodology

The research methodology section of this study presents the description, the design, the approach, the population, the sampling methods, types of data, data gathering instruments, the method of analysis, the reliability test of the instrument, and finally the ethical considerations of the study.

3.1. Description of the study area

Fana broadcasting corporate share company head office is located in Addis Ababa. The company is structured in three work units. The administration and finance, Media technology and operation, and content work unit. Due to observed high turnover in the content work unit currently, this study has addressed only the content work unit, which is led by a deputy CEO.

3.2. Research design

This study employed both descriptive and explanatory research designs. Both quantitative and qualitative data were collected through questionnaire using 7-point Likert scale and open-ended questions. The questionnaire was administered by handing over directly to the respondents.

3.3. Research approach

The research approach of this study is gathering both qualitative and quantitative data through questionnaire. Questionnaires were developed, commented by experienced company members and then made necessary corrections and adjustments accordingly, and then handed over to the selected respondents. Respondents have been provided with the necessary information including contact addresses of the researcher.

3.4. Population

Since the study area is the content work unit of the head office, the total employees of the unit was the total population of the study. Based on the data provided by the company the number of employees of the respected work unit is 266. Therefore, the study considered a total population of 266 from which samples were taken.

3.5. Sample

Employees of the same work unit resemble homogeneity. The more homogenous a population, the more valid the conclusions drawn from a small sample (Canadian audit and accountability

foundation, online, 2023). Fana broadcasting corporate has 10 regional FM stations and one Television station located in head office. This study addressed the head office only; within which the content work unit is the target of the study. The work unit comprises nine sub units: Digital media, Amharic news, Amharic program, documentary, Oromo news and programs, Arabic news and programs, Tigre news and programs, Somali news and programs, and Afar news and programs. Samples were taken from each of the nine sub units. Using the convenient sampling method 25 – 30% members from each sub units are invited to participate in the study. Respondents were invited based on the willingness and their availability. Accordingly 73 questionnaires were distributed, and all of the respondents almost fully filled out and returned.

3.6. Data collection instruments

3.6.1. Questionnaire development

The questions were developed by adapting concepts from research reports conducted earlier, such as (Kung, 2016-1). The study Kung was about traits of a broadcast leader. Here this study questionnaire adapted some leadership quality indicators, such as drive, motivation, confidence, honesty, motivation, cognitive ability, etc. The other article adapted from is a research conducted on employee intentions to quit (Kahumuza, 2008), three intention questions used from it. The destructive and constructive leadership style aspects also adapted from Van Prooijen, Jan-Willem and de Vries, Reinout E. (2015).

The questionnaire of this study has three parts: Part one is about respondents' profile: Age, gender, work experience in the company, supervisory responsibility, family responsibility, and marital status. Part II has 19 questions with 7-point Likert scale; from strongly agree to strongly disagree. And the last part contains two open-ended questions.

3.7. Method of analysis

Data gathered quantitatively and qualitatively were analyzed in two ways. The quantitative data gathered through the questionnaire are coded in SPSS version 23 software and analyzed using some of the available tools. The open-ended questions on the other hand analyzed by extracting main points, grouping the same notions together and then tally the frequencies. Finally, the collected data summarized and presented in tables. The quantitative data collected are organized and arranged according to the study constructs: content work unit employees' turnover intentions, content work unit leadership style, knowledge and skill of the leaders, and leadership wisdom of

the leaders in the content work unit. The collected data are coded and statistically analyzed using the software; and then presented with tables, charts, and graphs as appropriate.

Here the study attempted identifying the relationship between dependent variables, (1) employee turnover intentions, and (2) employee turnover retention; against the independent variables (1) Leadership style enforced in content work unit, (2) knowledge and skill of content work unit leaders, (3) leadership wisdom of content work unit leaders.

Accordingly, the data collected through a self-completed questionnaire was compiled, coded, entered into the computer program, and analyzed using version 23.0 of the Statistical Package for Social Sciences (SPSS). To analyze the collected data different statistical methods were used which include both descriptive and inferential statistical methods. The selection of the method of analysis was focused on the research questions and the study objectives, the type of data, and the test variables that need to use the intended method of data analysis. Descriptive methods that were used include normality tests (skewness and kurtosis), mean and standard deviation, and the inferential statistical methods used were correlation, t-test, ANOVA, and multiple linear regressions.

3.8. Reliability test results

Reliability is the measure of internal consistency of the constructs in a study. Composite reliability should be higher than 0.708; in exploratory research however, 0.60 to 0.70 is considered acceptable (Hair et al., 2014). Accordingly a construct is reliable if the Alpha (α) value is greater than 0.70. Construct reliability was assessed using Cronbach's Alpha.

3.9. Reliability statistics of Cronbach's alpha

The results revealed that the general leadership quality scale with 16 items ($\alpha = .935$), the Leadership style scale with 4 items ($\alpha = .842$) and the Leader's knowledge and skill scale with 5 items ($\alpha = .852$) were found reliable. Similarly, the leader's leadership wisdom scale with 7 items was also found reliable ($\alpha = .856$), and employee turnover intentions scale with 2 items ($\alpha = .760$) were also reliable. An item for employee retention with 1 item is checked indirectly. Since retention and intentions are opposite, the intention 2 items with the retention 1 item together 3 items scale found negative ($\alpha = -.294$). This shows the retention one item is reliable. Reliability results are summarized in table 1 as follows:

Table 1: Reliability test statistics

Constructs	Number of items	Alpha (α)
Employee turnover Intensions	2	.760
Leadership quality	16	.935
Leadership style	4	.842
Leaders' knowledge and skill	5	.852
Leaders' leadership wisdom	7	.856

Source: own survey, 2023

3.10. Ethical consideration

Nowadays, broadcast companies are in fierce competition in the country Ethiopia. It is clearly observable that new broadcasters are entering in to the industry with huge investment, and hence snatching professionals from each other is expected. As FBC is one of the companies in the industry revealing the number of employees left the company within a definite period of time (turnover rate) might harm or promote the company's image. So that figures are refrained from being exposed.

Accordingly, the study will report its finding in a professional and ethical manner that is consistent with the academic world.

Chapter Four

4. Data presentation, analysis and Interpretation

4.1. Introduction

After gathering relevant data using appropriate instruments and techniques results are organized and presented in the following manner. Questions which contains 19 positive statements, are rated in a 7-point likert scale are coded in SPSS version 23 software and then manipulated to result answers to the research questions. Moreover, the open-ended questions are treated differently; they are summarized in categories. Based on the respondents' comments a number of categories are developed; and the frequency of similar comments are tallied and counted, and then presented in two tables.

The outputs from the software are presented in a tabular and in chart formats. And the open ended questions also summarized and presented in the same way in two categories. However, the numbers in the open-ended question results show the frequency of the same notions rather than the number of respondents.

Each data presentation is followed by analysis and interpretations referring to the objectives and the research questions of the study.

4.2. Respondents' personal Information

Relevant personal information about respondents is gathered with the intention to measure whether various representatives are participated. Sex, marital status, family responsibility, age, work experience in the company, and current work position of the respondents are the selected profiles. The statistical data on the subject is presented with the following tables: -

Table 2: Respondents background information

Gender			Marital status		
Details	Freq.	Pct.	Details	Freq.	Pct.
Male	42	63.0	Married	41	60.3
Female	26	37.0	Single	27	39.7
Total	68	100.0	Total	73	100.0
<i>Source: own survey, 2023</i>					
Family responsibility					
	Details	Freq.	Pct.	Valid pct.	
Valid	Fully responsible	44	64.7	66.7	
	Partially responsible	18	26.5	27.3	
	Not responsible	4	5.9	6.1	
	Total	66	97.1	-	
Missing	97 (skipped)	2	2.9	-	
Total		68	100.0	100.0	
<i>Source: own survey, 2023</i>					
Age group					
	Details	Freq.	Pct.	Valid Pct.	Cumulative Pct.
	Below 25 years	2	2.9	2.9	2.9
	25 up to 35	43	63.2	63.2	66.1
	36 up to 45	20	29.4	29.4	95.6
	Above 45 years old	3	4.4	4.4	-
	Total	68	100.0	100.0	100.0
<i>Source: own survey, 2023</i>					
Work experience in the company					
	Details	Freq.	Pct.	Valid Pct.	Cumulative Pct.
	Below 2 Years	16	23.5	23.5	23.5
	2 up to 5 Years	18	26.5	26.5	50.0
	6 up to 10 Years	19	27.9	27.9	77.9
	Above 10 Years	15	22.1	22.1	-
	Total	68	100.0	100.0	100.0
Current work position					
	Details	Freq.	Pct.	Valid Pct.	
Valid	Supervisor	30	44.1	45.5	
	Not supervisor	36	52.9	54.5	
	Total	66	97.1	-	
Missing	97 (skipped)	2	2.9	-	
Total		68	100.0	100.0	

Source: own survey, 2023

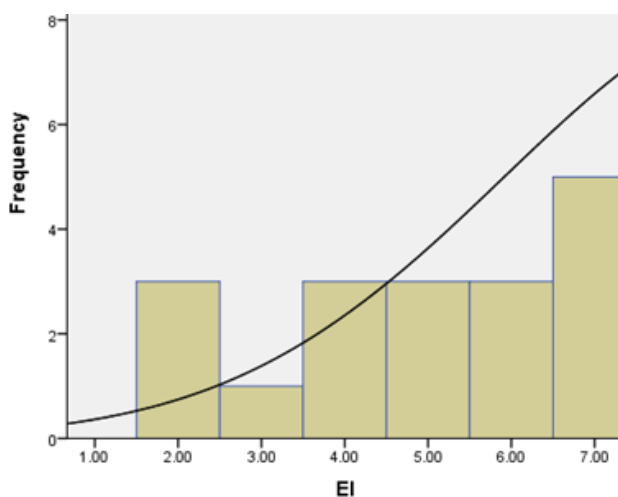
According to the above data presented in tables above, the study involved a variety of respondents. It gathered personal information that are relevant to the topic. Gender wise 63% male and 37% female; marital status 60% married and 40% singles; Regarding family responsibility 65% fully and 27% partially responsible whereas 6% are not responsible at all. The age of the respondent ranges from below 25 to above 45 years old. Work experience in the company ranges from below 2 years to more than 10 years. The study also includes supervisors and non-supervisors. In general the participants of the study were from various backgrounds with respect to their gender, age, marital status and work experience in the company, etc. This made the sample reasonably representative to the population.

4.3. Descriptive statistical analysis

The quantitative data of this study is described by testing the normality of a given data set with their distribution skewness and kurtosis. Hair et al. (2010) and Bryne (2010) argued that data is considered to be normal if skewness is between -2 to +2 and kurtosis is between -7 to +7. The mean and the standard deviation the central tendency of each category of the dependent and independent variables also measured and presented as follows:

4.4. Descriptive statistical analysis on employee turnover intention

Turnover intention of employees refers the likelihood of an employee to leave the current job he/she are doing. (Belete, 2018). In this study two questions were addressed to measure the employees' intention leaving the company: (1) Currently I am thinking a lot about leaving this organization. (2) Currently I am tirelessly searching for an alternative employer to leave this organization. The normality test of the turnover intention results of this study found skewness = -.18 with standard error of .15 and kurtosis = -.22 with standard error of .29. Regarding the distribution of the data collected on the subject the mean is found 4.60 with standard deviation of 1.64. In general as the questions were a 7-point likert scale, the results show that there is high



employee intention about leaving the company. The frequency graph shows as follows:

Fig 2: Employee TO intentions

EI = Employee intention

Mean = 4.60

Std. dev. = 1.64

N = 68

Source: own survey, 2023

4.5. Descriptive statistical analysis on employee turnover retention

A question was devoted to employee retention: “When I can I will leave this organization; however, currently I am not thinking about it as such”. Normality of the collected data was tested by skewness and kurtosis. Accordingly, Skewness found to be 1.356 and kurtosis = .625. And the mean distribution is 2.37 with standard deviation of 1.791. It is highly skewed to the right showing low retention rate.

Figure 3: - Employee retention rate

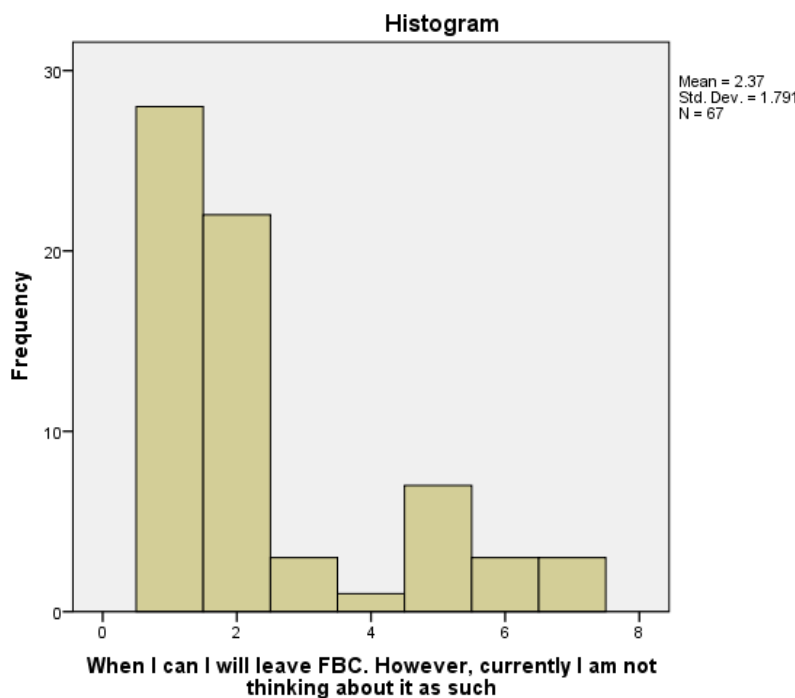


Fig. 3. Employee retention

Mean = 2.37
Std. dev. = 1.791
N = 67

4.6. Descriptive statistical analysis on leadership styles

Four questions were devoted to address if the following four leadership styles that the company leaders may have displayed in the work unit; namely, Participatory, Authoritative, transformational, and Laissez-faire. The normality of the data were tested and found to be skewness (-.443) and kurtosis (-.455) which is normal. And the mean distribution is 4.78 with standard deviation of 1.24. This shows that the leadership style used in that work unit is good but not as such outstanding. However it is above average given that the ideal maximum mean could be 7.0, as the maximum measurement scale is 7 point.

4.7. Descriptive statistical analysis on leaders' knowledge and skills

Under leaders' knowledge and skill measurement there were five questions in the questionnaire. Accordingly, the questions addressed the leaders' knowledge and skill to the profession, eagerness and energy they have towards their work, the degree of efforts they exert, their level of concern to the product, and their concern to audience are measured using the 7-point Likert scale. The normality of the data collected are measured and found to be kurtosis = .19 and skewness = -.663. Statistical distribution of data shows mean of 4.80 with standard deviation of 1.25. This shows the work unit leaders are somewhat good in their knowledge to the media business; given that the maximum ideal mean is 7.0.

4.8. Descriptive statistical analysis on leaders' leadership wisdom

Leadership wisdom is a deeper and broader insights, the kind of insights that technical skill alone does not confer such as the ability to see the big picture, to connect with members of the organization, to foster a meaningful and productive work environment, and to steer the corporate ship through the challenges of highly competitive markets and new technologies (Soupios, 2015). According to M. A. Soupios and Panos Mourdoukoutas:

For this study purpose the leadership wisdom of the leaders in the content work unit is measured by seven questions. Elements considered as wisdom are Honesty and truthfulness, Integrity, Self-confidence, Adaptability, Cognitive ability, being flexible to adjust themselves to situations, and being considered as gifted leader by their followers.

The normality of the data from those questions are tested and found to be; kurtosis = .331 and skewness = -.483 showing the distribution is left skewed. The average of means of leadership wisdom responses found 4.54 with average standard deviation of 1.10; which is more than half and can be considered good, if not outstanding.

4.9. Open-ended questions

The data gathering questionnaire have two open-ended questions addressing the quality of leadership in the company. The questions address what the respondents like and dislike about the leadership. Out of the 73 respondents 51 of them commented on the strong side of the company as a whole, such as the leadership being exercised, personal quality of the leaders, and other positive aspects observed in the company.

In addition to the strong side comments, out of the same 73 respondents 60 of them also commented on the weak side of the company. Such as weaknesses on employee handling, leadership styles, professionalism, leaders' competency, etc.

This study extracted main points from each response and summarized in understandable way and presented in three categories: comments about the company, about employees, and about leaders and leadership in tables as follows:

Table 12: Comments - Strong side

Commented areas	Details	Frequency of comments	Total	Percentage
About the company in general	Good media	6	13	12.75 %
	Creative media	2		
	Professionalism	3		
	Audience focused	1		
	Having system	1		
About employees	Commitment	2	2	1.96%
About leaders and leadership	Operations management	11	87	85.29%
	Knowledge and skill	6		
	Commitment	20		
	Being supportive	5		
	Communication skill	4		
	Problem solving	6		
	Creativity	5		
	Handling people	18		
	Risk management	1		
	Cop up situations	1		
	Being visionary	3		
	Participatory leadership	3		
	Flexibility	1		
	Adaptability	1		
Charismatic	2			
Totals		102	102	100%

Source: own survey, 2023

Table 4: - Comments - Weak side

Commented areas	Details	Frequency	Total	Percentage
About the company	Poor in payment	6	22	14.97%
	Priority to non-human capital	2		
	Weak leadership in general	11		
	Poor in product quality	3		
About employees	Poor employee satisfaction	1	1	0.68%
About Leaders and leadership	Poor in taking responsibility	3	124	84.35%
	Bias in workload distribution	5		
	Weak in handling people	40		
	Poor in self-confidence	5		
	Being pro-government	9		
	Poor in problem solving	8		
	Low knowledge and skills	3		
	Priority to office politics	1		
	Not supportive to employees	2		
	Weak in creativity	7		
	Poor in operations management	9		
	Weak in rationality	6		
	Lack of fairness	6		
	Follow autocratic leadership	15		
	Being unethical	4		
Not visionary	1			
Totals		147	147	100%

Source: own survey, 2023

Table 5: Summary of comments - General

Leadership role	Comment frequency	Rate
Strong side of leadership	102	40.96%
Weak side of leadership	147	59.04%

Source: own survey, 2023

Table 6: Summary of comments - Handling people

Leadership role	Comment frequency	Rate
Strong side of leadership	18	17.65%
Weak side of leadership	40	27.21%

Source: own survey, 2023

According to the summary of comments the weak side is higher than the strong side with regards to the overall leadership role of the company; which is 59.04% and 40.96% respectively. The detail factors show that the weakest of all is the employee handling with 40 comments, followed by autocratic leadership style with 15 comments, and weak leadership quality in general addressed with 11 comments. On the other hand, the strongest element is the leaders' commitment to their jobs with 20 comments followed by good people handling with 18 comments, and operations management ability with 11 comments.

4.10. Summary of Descriptive analysis

Summary the descriptive statistical analysis of this study is presented in two parts as follows:

4.10.1. Summary of quantitative statistical data

Variable	Type	Skewness	Kurtosis	Mean	Std. dev.
Turnover Intention	dependent	-.18	-.22	4.60	1.64
Turnover Retention	dependent	1.36	.63	2.37	1.79
Leadership styles	Independent	-.44	-.46	4.78	1.24
Leaders' knowledge and skill	Independent	-.66	.19	4.80	1.25
Leaders' leadership wisdom	Independent	-.48	.33	4.54	1.10

Table: 7

According to the summarized data (1) the dependent variables (a) employee turnover intention is above average compared to the mid-point of the scale (3.5). (b) Turnover retention show lower retention rate with 2.37 mean; which is lower than the average compared to the mid-point of the scale. (2) The independent variables; (a) Leadership styles are above average with a mean of 4.78, (b) Leaders' knowledge and skill with a mean of 4.80, and (c) Leaders' leadership wisdom with a mean of 4.54 are more than average as compared to the mid-point of the questionnaire scale. This reveals that leadership aspects are found moderately in good shape. However, calls for needs for improvement.

4.10.2. Summary of qualitative statistical data

The qualitative data on the other hand provided better insights towards the leadership quality of the content work unit. Out of the total 249 comments provided 211 of them were about the company leadership. And the remaining 38 comments were about employees and the company in general. From the 211 comments on the leadership 58.77% are on the weak side and the remaining 41.23% were addressed the strong side of the leadership. The most highly commented areas of leadership on both sides are:

Weak in employee handling = 18.96%

Strong in employee handling = 8.5%

Autocratic leadership = 7.11%

Strong leaders commitment = 9.5%

Based on the summarized qualitative data it is observable that the company's leadership towards employee is a mixed one. For instance, some of the respondents appreciate the handling of employees where as some others deny it.

4.11. Inferential statistics

4.11.1. T-test

According to the t-test it is inferred that:

- The employee turnover intention level of the work unit employees with 95% confidence interval ranges between 4.21 and 5.00. This data is in conformity with the mean of the variable 4.60. This shows that there is a more than half of the work unit employees have intentions to leave the company – as it is above the mid-point of the scale (3.5).
- The employee retention rate of the work unit with 95% confidence interval ranges between 1.94 and 2.81. This data is in conformity with the mean of the variable 2.40.. It is below the mid-point of the scale; accordingly the retention rate is low.
- The leadership style level of the work unit leaders with 95% confidence interval ranges between 4.47 and 5.08. This data is in conformity with the mean of the variable 4.78.
- The leaders' knowledge and skill level of the work unit leaders with 95% confidence interval ranges between 4.49 and 5.10. This data is in conformity with the mean of the variable 4.80.
- The leaders' leadership wisdom level of the work unit leaders with 95% confidence interval range is between 4.27 and 4.81. This data is in conformity with the mean of the variable 4.54.

To sum up on the employee side there is high intention rate to leave the company that is obviously confirmed by lower retention rate. And on the leaders side there is moderate leadership quality that requires improvement.

4.12. Correlation analysis

Pearson correlation coefficient was calculated to assess the association of the independent variables (leadership style, leaders' knowledge and skill, leadership wisdom), and the independent variables (employee turnover retention, and employee turnover intention). Coefficients indicate the strength and direction of the relationship. The p-value also indicated if the relationship is significant or not. The outputs from SPSS software are presented as follows:

4.12.1. Employee intention and Leadership

- The relationship between Employee turnover intention (controlled) and Leadership style
 - Pearson correlation coefficient = $-.253$ weak
 - Significance level (2 tailed) = $.039$ Significant
- The relationship between Employee turnover intention and Leaders' knowledge and skill
 - Pearson correlation coefficient = $-.102$ weak
 - Significance level (2 tailed) = $.415$ Insignificant
- The relationship between Employee turnover intention and Leadership wisdom
 - Pearson correlation coefficient = $-.215$ weak
 - Significance level (2 tailed) = $.086$ Insignificant

4.12.2. Employee turnover retention and Leadership

- The relationship between Employee turnover retention and Leadership style
 - Pearson correlation coefficient = $-.165$ weak
 - Significance level (2 tailed) = $.186$ Insignificant
- The relationship between Employee turnover retention and Leaders' knowledge and skill
 - Pearson correlation coefficient = $.069$ weak
 - Significance level (2 tailed) = $.587$ Insignificant
- The relationship between Employee turnover retention and Leadership wisdom
 - Pearson correlation coefficient = $.194$ weak
 - Significance level (2 tailed) = $.124$ Insignificant

According to the above data the association of the dependent and independent variables much of them found weak in their strength and insignificant. However the employee intention to leave the company is significantly but weakly correlated.

4.13. Multiple linear regression

Using the multiple linear regressions the following data are collected:

4.13.1. Employee turnover intention and Leadership

Table 8: Correlation

		Employee TO intentions
Pearson correlation	Leadership styles	-0.257
	Leaders' knowledge and skill	-0.064
	Leadership wisdom	-0.217
Sig. (1-tailed)	Leadership styles	0.021
	Leaders' knowledge and skill	0.309
	Leadership wisdom	0.044

According to this data there is significant correlation between Employee intention to leave the company and the three leadership aspects. The relation is negative because it is logically convincing that intentions decrease as the three leadership aspects improved. The other fact here is the significance level. The highly significant one is the leadership style, which is followed by leadership wisdom. And the leaders' knowledge and skill found to be the least contributor.

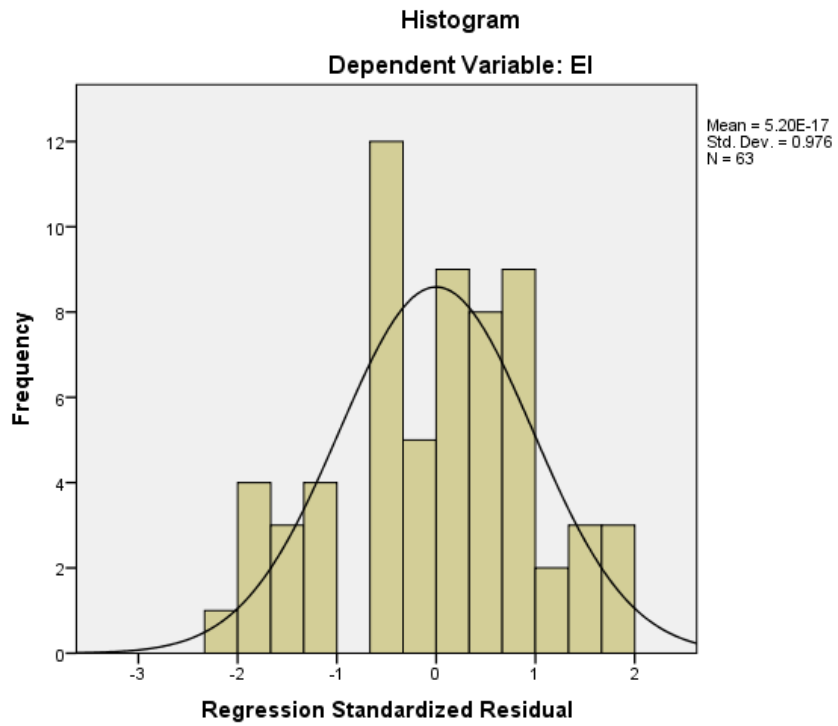
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.308 ^a	.095	.049	3.22876	.095	2.068	3	59	.114

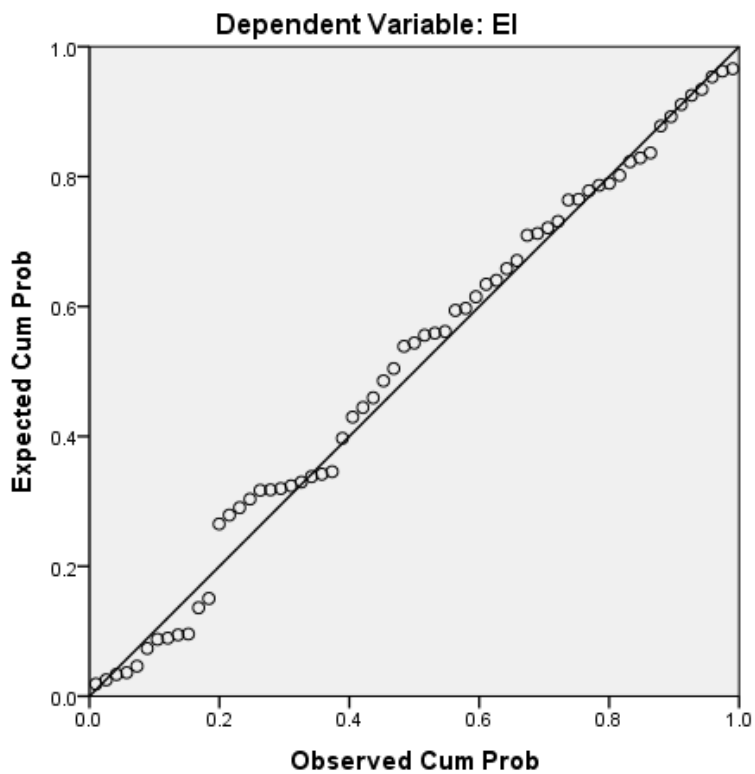
a. Predictors: (Constant), LKS, LS, LW

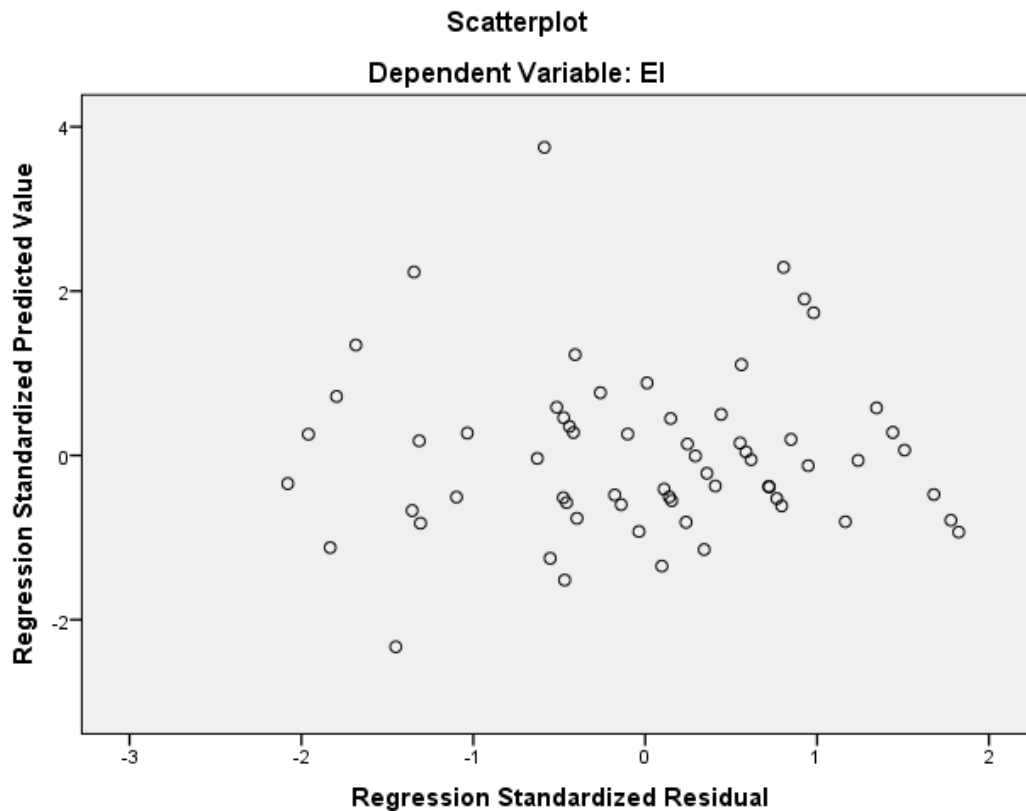
b. Dependent Variable: EI

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	64.676	3	21.559	2.068	.114 ^b
	Residual	615.070	59	10.425		
	Total	679.746	62			
a. Dependent Variable: EI						
b. Predictors: (Constant), LK, LS, LW						



Normal P-P Plot of Regression Standardized Residual





4.13.2. Employee retention and Leadership

Correlations		
Measures	Independent variables	Employee retention
Pearson Correlation	Leadership style	.173
	Leaders' knowledge and skill	.131
	Leadership wisdom	.176
Sig. (1-tailed)	Leadership style	.090
	Leaders' knowledge and skill	.155
	Leadership wisdom	.085

According to the above data there is weak but positive correlation between employee retention and the three leadership aspects. However the data found insignificant. Should it be the confidence interval goes down to 90% Leadership style and leadership wisdom become the contributor of employee retention. Here again the leaders knowledge and skill contributes least to the employee retention.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.181 ^a	.033	-.017	1.79379	.033	.652	3	58	.585

a. Predictors: (Constant), LW, LKS LS

b. Dependent Variable: ER

ANOVA^a

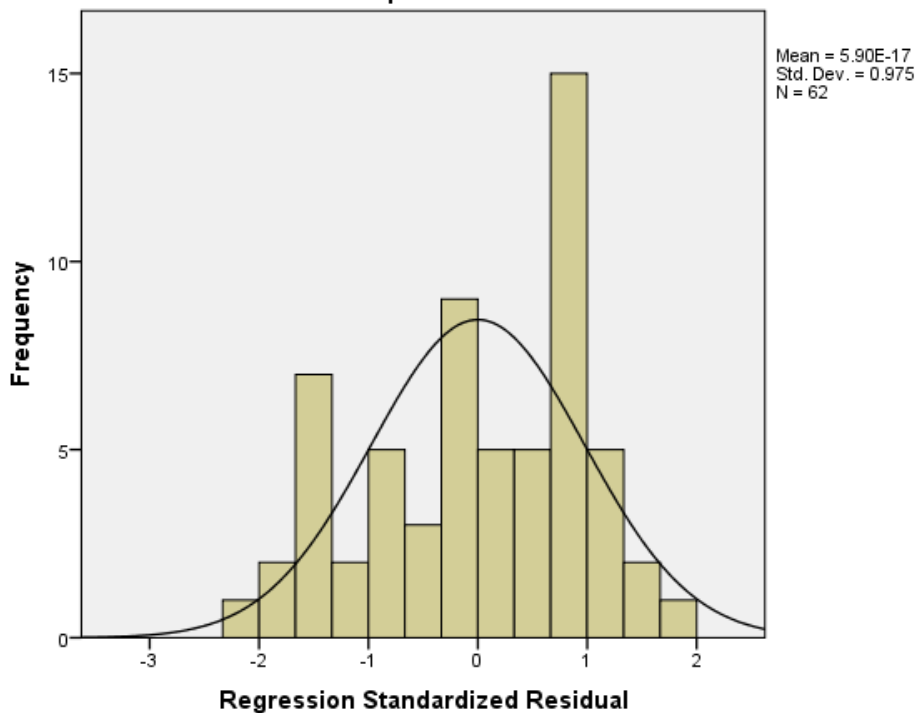
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.294	3	2.098	.652	.585 ^b
	Residual	186.626	58	3.218		
	Total	192.919	61			

a. Dependent Variable: ER

b. Predictors: (Constant), LW, LKS, LS

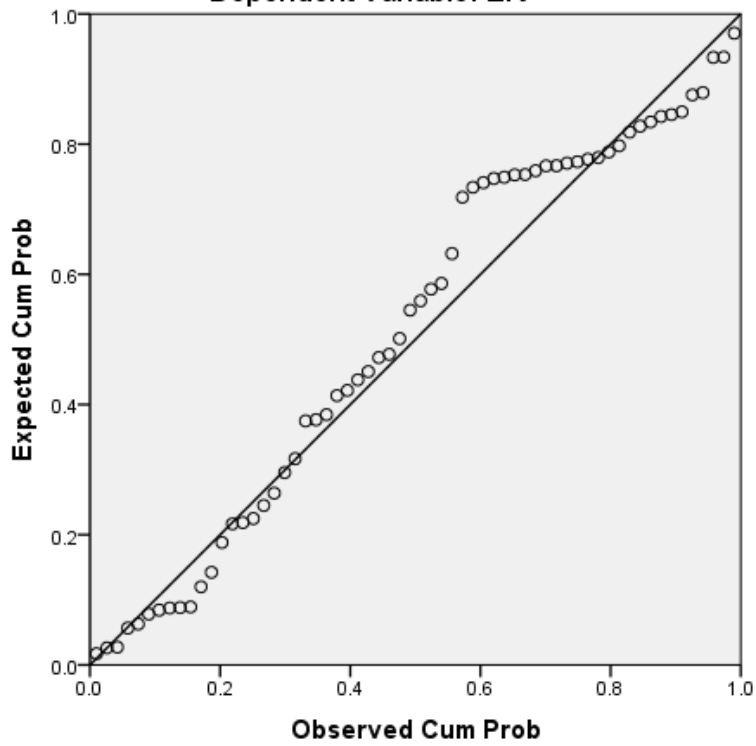
Histogram

Dependent Variable: ER



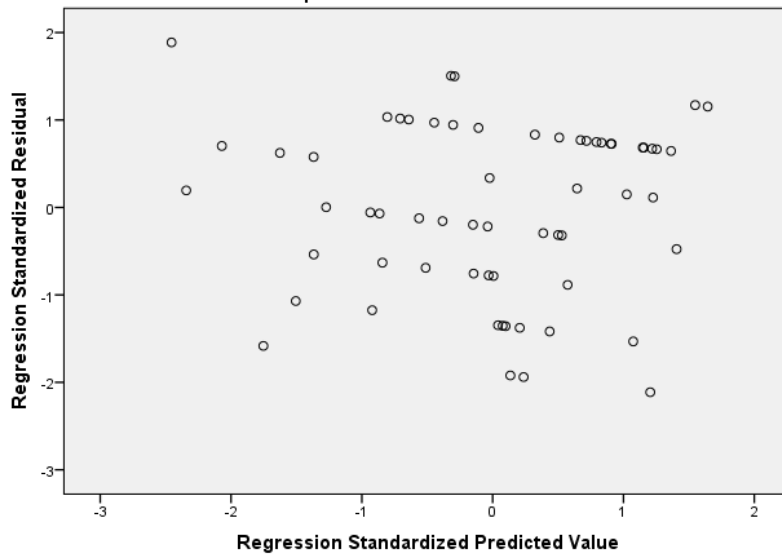
Normal P-P Plot of Regression Standardized Residual

Dependent Variable: ER



Scatterplot

Dependent Variable: ER



Chapter Five

5. Major Findings, Conclusion and Recommendations

5.1. Introduction

In today's highly competitive market understanding the competitive advantage is highly decisive. Nowadays globalization makes every industry more or less similar in many aspects. Most forms of the resources are equally accessible to every firm. So that companies need to carefully think of what makes them unique and highly competent with their respective industries. The strategic thinking obviously lies on the inimitable handling of the human capital. Every firm handles its human capital in its own way. There is no uniform way of handling the human capital that works for every company. However, Leadership quality is highly related to employee handling. Poor leadership styles shape employee loyalty to stay or quit their job. Employee turnover intentions and employee turnover resulted from poor leadership styles carry negative connotations on the ability of leadership to motivate and retain employees (Bruursema, 2004)

The study on the role of leadership on employee turnover: a study on Fana broadcasting corporate share company is conducted to identify the contribution of leadership on the employee turnover intentions and employee turnover retention.

The general objective of this study is identifying the degree of existing leadership qualities and the role of such qualities towards on both employee turnover and employee intentions on content work unit employees of company. The findings of the study and the advisable recommendations are presented as follows: -

5.2. Summary of major findings

Leadership style is the way and manner in which a manager or supervisor chooses to act towards his/her employees or subordinates and the way the leadership function is being carried out by them. Leadership styles have a very strong relationship with turnover intention (Belete, 2018). (Puni et al. 2016) found that employees under autocratic leaders are more prone to intentions to quit job mainly as a result of the leaders over emphasis on production than people. Workers under participatory leadership style are less likely to involve in turnover intentions due to the collective decision-making approach of the leader. In this global competitive environment, effective leadership style is necessary to reduce the attrition rate.

This study conducted on FBC content work unit leaders leadership role towards employee turnover intention and retention came up with the following findings: -

1. The leadership style is found the highest contributing factor towards employee turnover intention and departure. This fact is supported by the qualitative data gathered.
2. Weak Leadership wisdom is found the second contributor towards the employee turnover intentions and departure. This finding is also supported by the qualitative data gathered as weak employee handling.
3. Leaders' knowledge and skill is found insignificant contributing factor towards employee turnover intention and departure.

5.3. Conclusion

The intention of this study is to identify whether the three leadership aspects are actually contributing to the employee turnover with regards to intention and retention. The study considered the leadership quality in three constructs: leadership styles, leaders' knowledge and skill, and leadership wisdoms. Accordingly the study found relations in varying degree between the two types of variables, the employee turnover (Intention and retention) and the three leadership aspects. The three leadership aspects contributed to the employee turnover with regards to intention and the retention of employees. And hence, the intention factors outweigh the retention. The result calls for the company to think carefully and develop strategies to evaluate and take corrective measures on leadership styles used, and also require working on equipping its content work unit with leadership wisdoms.

5.4. Recommendations

Based on this study result and the existing leadership theories and practices the following are recommended:

1. As the media industry in this country is booming up nowadays, high competition in snatching experienced employees from each other is expected. Therefore, FBC requires to improve its every level leaders' leadership style,
2. Leadership wisdom can be improved by training and by looking own inner world; that is looking deeper, having broader insights, the kind of insights that technical skill alone does not confer (Soupios, 2015). Therefore, it is advisable to evaluate the existing leaders of the content work unit and take corrective measures.

3. On the employee side, FBC requires to develop additional strategies to retain existing talented employees. Such as developing career development programs. Career management programs, sometimes called career planning and development programs, are actually a retention strategy, a means to hold down voluntary turnover by giving people hope for the future and encouraging them to build their competencies in line with labor market and organizational needs. Being with a company for a long time is just not enough to guarantee success. Today's workers must learn and prepare themselves constantly if they are to remain employable and be considered for advancement opportunities in the future. And today's best-practice firms commit to career development programs as a way to retain first-rate workers, improve morale, and encourage people to develop themselves in line with the organization's future needs (The encyclopedia of human resources management, V.2, 2012).

5.5. Suggestions for further research

As the intention of this study is to identify the role of leadership towards employee turnover intention and retention, it only focused on the intended area. Further study can identify other factors. Such as gender, marital status, family responsibility, age, work experience, and current work position of employees against the employee turnover intention and retention.

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Appendix 1: The Questionnaire

DATA GATHERING QUESTIONNAIRES

ADDIS ABABA UNIVERSITY, SCHOOL OF COMMERCE

DEPARTMENT OF BUSINESS LEADERSHIP

Questionnaire to be filled by Fana broadcasting corporate share company content work unit employees

I am a graduating extension student in Addis Ababa University School of Commerce and I am conducting a research study entitled “The role of leadership on employee turnover: a study on Fana Broadcasting Corporate Share Company” as partial fulfillment to the completion of Master of Arts in business leadership. The purpose of this questionnaire is to collect primary data for doing the study; which helps to examine and understand the role of leadership on retaining employees who are involved on the company’s central mission. The questionnaire also helps to understand the employees’ current intention towards leaving the company in the near future.

This research is purely conducted for academic purpose. The data is collected unanimously from each randomly selected respondent and in no way affect their personality individually or collectively. The responses gathered will be kept confidential. Note that your open and honest response determines the quality of the result and the researcher’s success on the researcher’s academic endeavors.

Therefore, you are kindly requested to extend your cooperation and time for providing your true honest answers to all questions given here under.

Thank you for your time honest response

Musbah Yesuf Kelil

Instructions

This questionnaire has three parts. Part I is about background of the respondent, Part II is about employee intentions to leave the company and about the existing leadership, and part three presents open-ended questions that may not be addressed sufficiently or not covered in the questions at all.

Part I

Provide personal information by making a (✓) or (x) marks in the given box.

Part II

1. Please take your time to read and understand each question carefully
2. There are 19 affirmative statements. For each statement there are 7 alternative answers for you to choose from. Your choice shows your degree of conformation with the corresponding statement. Degree of conformations are labeled as follows:
 - 2.1. I Strongly agree to the statement (7points),
 - 2.2. I Agree to the statement (6 points),
 - 2.3. I somewhat agree to the statement (5 points)
 - 2.4. I neither agree nor disagree to the statement (4 points)
 - 2.5. I somewhat disagree to the statement (3 points)
 - 2.6. I disagree to the statement (2 points)
 - 2.7. I strongly disagree to the statement (1 point)
3. Please show your conformation level by making a thick (✓) or (x) mark in the box clearly

Part III

There are two general open-ended questions about the overall leadership of the company at the end. Take your time to discuss about each.

Finally

Please return your completed questionnaire to the researcher directly. If you have any question (s) related to this questionnaire, don't hesitate to contact the researcher b the following alternative addresses:

Tel. 091 – 178 1808 or 098-570 1768

Email: pm.musbah@gmail.com

Part I: Personal Information

1. **Gender:** Male Female
2. **Current Marital status** Married Single
3. **Family responsibility:** Fully responsible Partially responsible None
4. **Age group:** Below 25 years 25 – 35 36 – 45 Above 45
5. **Work experience in this company:** Below 2 years 2 – 5 years
6 – 10 years Above 10 years
6. **Current work position:** There is/are employee(s) under my supervision
There is/are **no** employee(s) under my supervision

Part II: Affirmative statements

S. No	Questions	Level of agreement. I						
		Strongly Agree 7	Agree 6	Somewhat Agree 5	Neither agree nor disagree 4	Somewhat disagree 3	Disagree 2	Strongly disagree 1
	About Employee Intentions							
1	Currently I am thinking a lot about leaving this organization (FBC)							
2	Currently I am tirelessly searching for an alternative employer to leave this organization							
3	When I can I will leave the organization (FBC). However, currently I am not thinking about leaving as such							
	About Leadership							
4	I usually observe my supervisor exerting her/his efforts on developing high quality media output							
5	I understand that my immediate supervisor has high levels of eagerness and energy for his work							
6	My supervisor has a drive to make his work unit productions to be of the highest class in the media industry – at least from the broadcasters in this country							

S. No	Questions	Level of agreement. I						
		Strongly Agree 7	Agree 6	Somewhat Agree 5	Neither agree nor disagree 4	Somewhat disagree 3	Disagree 2	Strongly disagree 1
7	My immediate supervisor has a strong personal motive to create influence on audiences with her/his work unit productions. For instance using social media or other outlets to promote his/her work unit outputs							
8	My supervisor is honest and truthful. I always believe what s/he/ says. S/he does not lie							
9	My supervisor always stands for what s/he believes right, regardless of the consequences							
10	My supervisor has strong confidence in her/his ability to solve problems and make decisions							
11	I can say my supervisor has a cognitive ability, where Cognitive ability is defined as a general mental capability involving reasoning, problem solving, planning, abstract thinking, complex idea comprehension, and learning from experience							

S. No	Questions	Level of agreement. I						
		Strongly Agree 7	Agree 6	Somewhat Agree 5	Neither agree nor disagree 4	Somewhat disagree 3	Disagree 2	Strongly disagree 1
12	I feel that my supervisor has sufficient knowledge and skills on details of journalism and broadcast media, such as journalism ethics, program development, script writing, content editing, etc.							
13	My leader have qualities of envisioning the future and communicate her/his vision to her/his followers or subordinates							
14	I feel that my supervisor has quality of adaptability where an adaptive leader is defined as someone who is able to change her/his behavior in response to changes in a situation							
15	I feel that my supervisor follows a participatory leadership style, where a Participative leadership is defined as a leadership style whereby leaders listen to their employees and involve them in the decision-making process. It requires an inclusive mindset, good communication skills and ability; it is an inclination to share her/his power.							

S. No	Questions	Level of agreement. I						
		Strongly Agree 7	Agree 6	Somewhat Agree 5	Neither agree nor disagree 4	Somewhat disagree 3	Disagree 2	Strongly disagree 1
16	My supervisor is not an authoritarian; s/he doesn't display harsh manners toward employees. S/he accepts criticism easily whenever raised; and s/he is sensitive to the needs of employees. So that I do not feel dominated, controlled, and marginalized.							
17	I see that my supervisor is flexible enough to adjust her/himself with the situations. In general I can say s/he is not rigid							
18	I am so sure that my supervisor is observing what I am doing. S/he usually comments on my works. So that I know I am on the right truck. And I know s/he respects me and my work.							
19	I can say my supervisor is an inborn or a naturally gifted leader							

Part III. Open ended questions

As you are an employee of Fana broadcasting corporate share company, you are expected to have an understanding about how lower, middle and upper level content work unit managers act toward the work as well as employees; such as being creative, problem solving, handling people, fairness, having natural wisdom, etc. **(please consider the company leadership quality, as a whole, towards the content work unit employees)**

20. Please explain what you like most out of them _____

21. Please explain what you don't like most about them: _____

Thank you for your time and honest response!!!