



ADDIS ABABA UNIVERSITY
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF PUBLIC ADMINISTRATION AND DEVELOPMENT MANAGEMENT
PUBLIC MANAGEMENT AND POLICY

**FACTORS FOR SKILLED LABOUR TURNOVER AND
TURNOVER INTENTION IN THE CASE OF GEOLOGICAL
SURVEY OF ETHIOPIA**

PREPARED BY: Yared G.Egziabher

ADVISOR: SHUMEY BERHIE(PhD)

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DEPARTMENT OF PADM

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the Case of Geological Survey of Ethiopia**

BY: Yared G.Egziabher

Approved by Board of Examiners
Advisor

Signature

External Examiner

Signature

Internal Examiner

Signature

Chair, Department of PADM

Signature

Declaration

I, Yared G.Egziabher Alemseged, declare that this research paper entitled “Factors for Skilled Labour Turnover and Turnover Intention in the Case of Geological Survey of Ethiopia” is my original work, and has not been presented for a degree or diploma in any other university and it is in partial fulfillment to the requirement of the program Masters of Art (MA) Degree in Public Management and Policy.

Declared by

Yared G.Egziabher Alemseged

Student Signature

November,2021

Date

Statement of Certification

This is to certify that Mr. Yared G.Egziabher has carried out his research project on the topic entitled “Factors for Skilled Labour Turnover and Turnover Intention in the Case of Geological Survey of Ethiopia”. In my opinion, the project is original in nature and is appropriate for submission of the award of Master of Arts (MA) Degree in Public Management and Policy.

SHUMEY BERHIE(PhD)

Thesis Advisor

November 2021

Date

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ACRONYMS

GSE = Geological Survey of Ethiopia

MoM = Ministry of Mines

VET= Voluntary Employees Turnover

CIPD = United Kingdom based Chartered Institute of Personnel & Development

HRM = Human Resource Management

EIGS = Ethiopian Institute of Geological Survey

E.C = Ethiopian Calendar

Abstract

This project aims to assess skilled employees' turnover between the year 2010 and 2013 E.C, cause and intention in Geological Survey of Ethiopia. Geological Survey of Ethiopia is the only governmental organization which study basic earth resources and own geoscience information of the country. Mineral resources are basic instruments for eradication of poverty and accelerated and Sustained Development of the nation. In order to achieve the above benefits from the mining sector, stable work environment in general and availability of experienced skilled manpower in particular are crucial factors.

High labor turnover has become a problem for government institutions. Well experienced and qualified professionals leave position they held in government offices. Geological Survey of Ethiopia is one of the victims of this high labor turnover. Currently the Geological Survey of Ethiopia is facing a frequent turnover of skilled staff, and as such the high turnover is costing the authority in terms of service, money and time. In this study, the researcher used both primary and secondary data sources. Primary data were collected through questionnaires and interview and secondary data for the study was added by referring relevant reports and documents with in and out-side of the organization.

The findings of the study revealed that the causes of staff turnover are a combination of factors: low salary, poor leadership, better job opportunity in other organizations, and low training/educational opportunity are some of the causes. Based on the finding's, recommendations are suggested.

CHAPTER ONE

1. INTRODUCTION

As most scholars have discovered, employees' turnover can result in severe negative consequences for the organization. Abbasi and Hollman (2010) estimated that the visible and hidden costs of turnover in organizations equalled approximately \$11 billion annually. However, financial costs are not the only repercussions of turnover. Organizations must also mitigate the effects turnover has on customer relations, disruption of efficiency, decreases in morale (Abbasi and Hollman, 2010) and the resulting effect on organizational performance. Turnover can be categorized as voluntary or involuntary as well as functional or dysfunctional, (Watrous et al., 2006), and each type of turnover can have varying effects on the organization. Voluntary organizational turnover or a process in which an individual makes a decision to stay or leave the firm (McPherson, 1976), is usually dysfunctional and can be the most detrimental to the organization (Mobley, 1982).

Abbasi and Hollman (2010) warn that it is "the smartest and most talented employees who are the most mobile and the ones who are disproportionately more likely to leave". As these employees choose to leave organizations, their experience, knowledge and talents leave with them resulting in output delays caused by their vacancy which can lead to organizational dysfunction. Involuntary turnover, on the other hand, is defined as a process in which the organization assumes control over an employee's decision to stay or leave (McPherson, 1976). Here, the process typically focuses on removing under-performing employees, so it is often labelled as functional turnover (Price, 1989).

1.1. Background of the Study

Any organization whether it is governmental or not governmental desires to retain its efficient and productive staffs to the maximum possible period. However, employees leave organizations due to internal and external factors that might be avoidable or not. Staff turnover is a warning sign of low morale and it is the amount of movement in and out of employees in an organization. In general employees leave their jobs either voluntarily by their own decision or forced to leave by the decision of the employer. As a result of excessive turnover,

organizations incur additional costs and holdup their performance. When government organizations like the Geological Survey of Ethiopia (GSE) face high staff turnover they lag behind the schedule in utilizing budget and will be unable to provide quality services.

It is believed that a certain amount of staff turnover is acceptable by most organizations so as to inject new blood in the organization that can bring new ideas and experiences of performing a job. Moreover, some organizations use acceptable staff turnover to promote subordinates to the higher positions. However, if the rate of turnover is beyond the acceptable level, it becomes a challenge for senior managers and the organization as well (Loquercio, et al, 2006; Lucas G. H et. al., 1984)

Nowadays skilled labour turnover is a serious and costly problem in government organizations; however, top level managers rarely see it as such a problem of the organization to prevent it. This is because many upper managers believe that departing employees are going to a better place and they can easily be substituted by other workers. (Jenkins S.1988:44).

High labour turnover causes problems for a business. It is costly, lowers productivity and morale and tends to get worse if not dealt with. (<http://labourbureau.nic.in/Asi203c/chptr-III/lab/labour.htm>). (Assessed Oct 21st, 2011) Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees employed during that period. (<http://www.wisegeek.com/what-is-employee-turnover.htm>) (Assessed on Oct 21st, 2011)

A high level of labour turnover could be caused by many factors; such as

- Inadequate wage levels leading to employees moving to competitors,
- Poor morale and low level of motivation within the workforce,
- Recruiting and seeking the wrong employees in the first place

1.2 Significance of the Study

Geological investigation and mineral exploration require modern technology and highly skilled manpower. When skilled labor turnover rate is high, the intended objectives and expected results are not achieved. Therefore, the purpose of this study is to assess skilled employees' turnover in Geological Survey of Ethiopia and to investigate the intention and causes of

employee turnover as well as proposing employee retention strategies. This study is also helpful in paving ways for other interested researchers to go further in detail of this specific issue.

The findings of this investigation will be useful in refining human resource practices and hopefully decreasing the incidence of job-related employee turnover in the organization.

1.3 Statement of the Problem

Employees are one of the resources that organizations need to manage effectively to survive. Employees are not "owned" by organizations like any other asset and as such labour turnover is a reality for organizations. At the country level, the situation is aggravated by the rate of brain drain.

High labour turnover has become a problem for most government institutions. Well experienced and qualified professionals leave position they held in government organizations. One of the victims of this high employees' turnover is Geological Survey of Ethiopia (GSE). Currently Geological Survey of Ethiopia is facing a frequent turnover of staff, and as such the high turnover is costing the institution in terms of service, money and time.

There are sizable costs associated with employee turnover-separation pay, the expense of recruiting, selection, and training and so forth. (Williams C. R. et al, 1994:269). Monetary and hidden costs are associated with employee turnover. When an employee leaves an organization, it costs the company in:

Service When the employee leaves, service quantity and quality will usually take a downturn because other workers may have to add the former employee's duties to their own workload, at least temporarily. Even once an organization finds and hires a new employee; it still experiences flagging service while the employee learns his or her new job.

Money In addition to the costs associated with lower level services, the company may have to pay employees overtime to get them to take up the slack left by the former employee until a replacement can be found. The organization may also

have to face unemployment claims and pay for the cost of recruiting and hiring a replacement.

Time Not only may the employees be distracted from their regular duties to cover for a former employee, but also the organization will have to spend time and money advertising, interviewing, and hiring a replacement employee.

Besides the loss in service, money and time, the organization also losses in terms of some indirect costs like lowering of existing employee morale that may be due to increased work or due to the arousing dissatisfaction with the organization.

1.4 Objectives of the Study

The objective of the study is to assess staff turnover in Geological Survey of Ethiopia and suggest possible ways of reducing turnover.

The specific objectives of the study are:

- To examine the levels of employee turnover rate from year 2010-2013 E.C in the organization
- To assess how factors influencing skilled workers' intention to leave
- To identify work related factors affecting skilled workers' to quit
- To assess the intention of employees to quit their job.
- To find-out how external factors(external job opportunities in the mining sector) influence skilled employees' plan to leave the organization
- To indicate and suggest some measures that should be taken in order to change the situation.

1.5 Basic Research Questions

1. What are the levels of skilled employee turnover rate from year 2010-2013 E.C in the organization?
2. What are the personal, work related and external factors for employees' turnover in the organization?
3. How is the intention of employees to quit?

4. What measures should be taken on the personnel policies so as to change the situation?

1.6 Research Methodology

1.6.1 Design of the study/approach

Since this research involved an assessment of the case of employee turnover and intention to quit, descriptive research design was used to describe what the actual phenomena looks-like. It describes, rate of skilled workers' turnover, factors, and the possible solutions to solve these problems in Geological Survey of Ethiopia.

1.6.2 Population for the Study

The population for this study is skilled technical staffs of the organization: Geoscientists (Geologists, Geophysists, Geochemists, Hydro-geologists...), Chemists, Technicians (Surveyors, Cartographers, Laboratory Chemist-Technicians ...) & Drillers; and management staffs.

In addition to employees currently at work, the study also covers technical staffs that have resigned from the organization. The size of total population is 252 (234 current employees of the technical staff, plus six management staffs and 12 ex-employees).

1.6.3 The sampling design

Stratified sampling technique was used to select samples from the existing employees of the organization; this is because, the study focuses on different groups of respondents and each group of the respondents were required to have its own representative from the total sample size. From each stratum respondents were selected through random sampling method, from management body sample respondents were selected purposely (Purposive sampling method) and the representative of ex-employees selected through convenience sampling method.

The strata of the existing employees are five Core Business Processes (Mineral Exploration & Evaluation, Groundwater Resource Assessment, Basic Geo-science Mapping, Geo-thermal Resources Assessment and Geo-hazard Investigation Core Business Processes) and five

Centers (Geo-science Data Centre, Drilling Service Centre, Geo-science Laboratory Centre, Information Communication Technology Centre and Scientific Equipment Engineering, Repair & Maintenance Centre). From the total population the researcher selected 50 ($\approx 21\%$) of the total technical staffs plus six management staffs and twelve from ex-employees as a source of information or a respondent for this study.

In determining the sample size from total population (Naresh, 2007) was used and the researcher believed and selected the third stage because the total population is about 234 excluding the management and ex-employees.

Table.1 *Sample Determination.*

Population Size	Sample size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3201-10,000	80	200	315
10,001-35000	125	315	500
35001-150,000	200	500	800

Source; Naresh, M. (2007). Marketing Research: an applied approach

1.6.4 Data gathering instruments/tools

The data sources for this study were those employees who resigned from the organization, management staffs, and technical staff members that are currently working in the organization. Secondary data for the study was added by referring relevant reports , web-sites and documents with in and out-side of the organization (basically external job opportunity was assessed by referring the number of Companies that took Mining and Exploration License from Ministry of Mines). This type of data collection reinforced data collected from the primary data and it provided additional information unrevealed in the primary data collection method. In this

study, questionnaires for the current and ex-employees and interviews with management staffs were used as primary data collection methods.

Two different questionnaires were designed. The first questionnaire was for current employees and the second questionnaire was for those employees who resigned from the organization to elicit information with regard to what made them resign. The researcher used these tools because; questionnaire helped him to gather basic data from large number of respondents with less amount of time and interview required to collect detailed information from small number of respondents.

1.6.5 Methods of data analysis and presentation

To analyze, interpret and present the data which were collected from primary and secondary data sources; statistical analysis tools were utilized and the findings are presented in percentage, ratio and average methods were used with the help of tables, bar charts and graphs.

1.7 Scope & Limitation of the Study

In the organization there are five core business processes, seven supportive business processes, five centers, two offices and one HIV/AIDS focal person. However, the scope of this paper is limited to address voluntary turnover of those professionals or technically qualified personnel of the five core business processes and five centers.

The major limitation of the study is the difficulty in finding the ex-employees of the GSE which forced the study to depend on a few numbers of ex-employees. And it was solved by assessing their telephone number from their friends who are currently working in the organization.

1.8 Organization of the Paper

This project has five chapters. The first chapter deals with background information, significance of the study, statement of the problem, the research questions, objective of the study, the methodology used, scope and limitation of the study. The second chapter discusses concepts and theories related to the area of study. The third chapter deals with background information of Geological Survey of Ethiopia. The fourth chapter discusses the findings and analyzes the data. The last chapter makes conclusion and recommendations.

CHAPTER TWO

2. LITERATURE REVIEW

2.1 Definition of Employee Turnover

Skilled employees' turnover is a serious problem and the question of how to retain highly talented and valued people is very important. Different scholars have defined staffs turnover in the following manner: employee turnover refers to the movement of employees out of an organization (Bohlander et al., 2011); Mobley (1982) defines employee turnover as the common voluntary cessation of membership in an organization by an individual who receives monetary compensation for participating in that organization.

According to Singh et al. (1994), staff turnover is the rate of change in the working staffs of a concern during a definite period. Ivancevich John and Glueck William(1989) also define staff turnover as the net result of the exit of some employees and entrance of others to the organization.

Stan Kossen, (1991) defined staff turnover as it is the amount of movement in and out (of Employees) in an organization. Employee turnover is the "rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment" Abassi et al, (2010). The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract (Loquercio, et al, 2006)

Turnover, as per Wikipedia (the free encyclopaedia), in a human resources context refers to the characteristic of a given company or industry, relative to rate at which an employer gains and lose staffs. Personnel \employee turnover is usually defined as the influx and exit of individuals into and out of the working force of the organization over a specific period of time. Movement into the organization, ordinarily not an important part of turnover analysis, is called accession. Movements out of the organization are called separations: voluntary resignations or quits, dismissals, layoffs and death or retirements (Cornog G. Y. 1957)

2.2 Types of Employee Turnover

Employee turnover is classified in to two; voluntary turnover and involuntary turnover. It can also be classified as functional and dysfunctional

2.2.1 Voluntary Turnover (voluntary separation)

The specific form of turnover of interest for most organizational research is voluntary separations or quits (Bluedorn, 1982; Price, 1997). The researcher's perception of voluntary employee turnover is *'the process when actual cross organizational movement is initiated by the employee on a voluntary basis'*. Lee & Maurer (1997) claim that voluntary employee turnover has been a growing concern amongst HRM managers and researchers during the last century (Barnard 1938; March & Simon 1958) probably because retention of knowledge workers can become a source of competitive advantage for a company (Sigler, 1999). Despite a lot of academic work from several researchers, more exploration is needed to understand voluntary employee turnover (Lee, Mitchell, Holtom, McDaniel, & Hill, 1999).

Theoretical Base for Voluntary Employee Turnover:-Research and theory regarding voluntary employee turnover have for a long time been mainly influenced by *'Perceived ease and desirability of movement'* framework (Lee & Mitchell, 1996). The perceived ease of movement has over the years evolved to mean *perceived job alternatives* (Lee & Mitchell, 1994) whilst the perceived desirability of movement is represented by *job satisfaction* (Jackofsky & Peters, 1983). These factors could also be regarded as 'push and pull' factors where the desirability of movement pushes the employee away from current employment and the perceived job alternatives have a pulling effect. Lee and Mitchell (1994) suggested that: *"A simultaneous consideration of push- and pull oriented studies seem more likely to produce significant insights into the understanding of voluntary employee turnover than does a more narrow focus."*

As it is stated in the introductory chapter of this paper, the project's detail focus will be limited to an internal perspective (the pushing factors) and little investigation of the pulling effects of the labour market. Voluntary turnover "concentrates on the individual decision process; A

dissatisfied employee undergoes in deciding when to terminate his/her employment with the organization” (Mobley, 1977, p. 237). Here it can be seen that voluntary turnover is based on the personal individual decision of an employee to resign to work for a particular organization.

Voluntary turnover can be of two types external and internal. External voluntary labour turnover is when employee leaves the organization in favour of working for another organization. While internal turnover is when employee leaves one department and gets employed by another department within the same organization. Turnover can also be functional and dysfunctional. The functional turnover appears when employees, who perform well, reside in the organization and those employees who do not perform well leave the organization, and it is vice versa with a dysfunctional turnover (Stovel and Bontis, 2012).

Voluntary turnover decision could be based on employee’s obtaining better job, changing career or requiring more time for family. Alternatively, the decision to leave could be based on employee’s dissatisfaction of the current job because of poor working conditions, low pay or benefits, unfair (bad) relationship with supervisors, and so on. (Gumz-Mejia 1995, p.234)

2.2.2 Involuntary Turnover (separation)

These type of turnover usually initiated by the employer or they occur when management decides that it needs to terminate its relationship with an employee due to an economic necessity or poor fit between employee and the organization. It is the result of very serious and painful decisions that can profound impact on the entire organization, especially the employee losing his/her job.

There are two types of involuntary separations; Discharge and Layoff. Discharge- takes place when management decides that there is a poor fit between an employee and the organization. The discharge is a result of poor performance or failure to change some unacceptable behaviour that management has tried repeatedly to correct. Layoff- it differs from discharge in several ways. In layoff, employees lose their jobs because a change in a company’s environment or strategy forces it to reduce the size of its work force. Global competition, reduction in product demand, changing technologies are those reduce the need for workers. Layoff has a powerful impact on the organization’s remaining employees, who fear losing their job in the future.

2.3 Factors Related to Voluntary Employees' Turnover

There are several factors which are related to employee turnover. According to Cohen, (1999), job satisfaction has been acknowledged as systematically associated with voluntary employee turnover (VET) (Lee & Mitchell, 1991; Tett & Meyer, 1993). Since it is typically difficult to acquire data on employees who quit voluntarily, research is often focused on the most direct determinant of turnover, intent to stay (Currivan, 1999). In general, it is the employees dissatisfied with their work setting that are more likely to voluntarily leave their jobs and it is precisely job satisfaction that is the most frequently studied variable in turnover research (Cohen, 1999). Other factors related to VET often studied are alternatives, Culture of a Company, Industry Trends, Organizational Characteristics, Job Characteristics (Sigler, 1999), Organizational commitment , Wages and conditions, Training and career development , Supervision/management, Lack of Advancement, Personal Reasons living conditions, personal factors, commitment (Currivan, 1999), job autonomy (Marsh & Mannari, 1977), task repetitiveness or job variety (Price & Mueller, 1981; Bartel, 1982), and monetary compensation (Sigler, 1999). There exists a lot of empirical evidence that link together higher commitment to a higher degree of intention to stay and thus lower VET (Currivan, 1999). The factors mentioned above will be considered when collecting my data.

The explanation of these factors is as under mentioned:

- **Job satisfaction:-**The relationship between satisfaction and turnover has been consistently found in many turnover studies (Lum et al, 1998). Mobley et al 1979 indicated that overall job satisfaction is negatively linked to turnover but explained little of the variability in turnover. Griffeth et al (2010) found that overall job satisfaction modestly predicted turnover. In a recent New Zealand study, Boxall et al (2013) found the main reason by far for people leaving their employer was for more interesting work elsewhere. The overall economy sets the stage for alternative employment opportunities. In a tight economy, generally there are less alternative opportunities and employees are less willing to leave their current jobs even if they are dissatisfied.
- **Culture of a Company:-** is another strong determinant of turnover intentions. Culture fit determines whether someone is highly likely to remain with an organization. Every organization has its own unique culture or value set. Most organizations don't consciously try to create a certain culture. The culture of the given organization is typically created unconsciously, based on the value of their top management or the founder of an organization. Company culture is determined by a bunch of things as skills, rewards/recognition, leadership, and communications.
- **Skills:-**The emphasis an organization gives in developing the skill of its employee will have an impact on turnover. Companies with low turnover rates spent more than twice those with high turnover rates.
- **Rewards/ Recognition:-** in addition to better monetary compensation, Positive feedback, formal recognition programs, changing job titles, and special project assignment are all ways to improve reward or recognition system.
- **Leadership:-** Leadership problems are also frequently associated with turnover. Conflicts with immediate supervisors are often mentioned in exit interview. Supervisory conflicts are often avoidable and can be addressed by training and improved selection. Good interpersonal communication and fairness go a long way in keeping employees on the job. Working environment is the most important cause of high turnover. Employees

expect very professional approach and international working environment. They expect very friendly and learning environment. It means bossism; rigid rules and stick approach will not suit the call center. Employees look for freedom, good treatment from the superiors, good encouragement, friendly approach from one and all, and good motivation.

- **Industry Trends:**-The current good economy offers career opportunities outside of the industry and can increase the level of turnover that might already occur. The net effect is that turnover is very high in this industry and there is an increasing shortage of qualified professionals.
- **Organizational Characteristics:**-nested within an industry is the specific organization. Within any industry, there are some organizations that simply do a much better job of retaining employees than others. Some of this has little to do with enlightened practices and is simply a product of *workforce demographics*.

All things being equal, a younger workforce will have more job and company changes than an older workforce. Part-time personnel are less stable than full-time personnel and a workforce with greater average tenure will have fewer turnovers than a workforce with less average tenure.

- **Job Characteristics** one of the most researched areas is the relationship between job satisfaction and turnover. There is a well documented body of research that suggests the following job characteristics: job Variety (greater variety of tasks), job autonomy (greater freedom and choice in execution), Identity (sense of ownership and personal accountability) and Feedback (Jobs that offer intrinsic feedback on quality of performance) are most commonly associated with job satisfaction and turnover.
- **Organizational commitment:**-Many studies have reported a significant Association between organizational commitment and turnover intentions (Lum et al, 1998). Tang et al's (2010) study confirmed the link between commitment and actual turnover and Griffeth et al's (2010) analysis showed that organizational commitment was a better predictor of turnover than overall job satisfaction.

The concept of employee loyalty or organizational commitment diminished as employee realized that doing a good job and being loyal to an employer no mattered. Commitment refers to the attachment, emotionally and functionally, to ones place of work. Companies that assert more boldly what they stand for typically attract and retain employees who identify with they stand for typically attract and retain employees who identify with their values and become more deeply committed to the organization that embodies them.

Strong organizational employee commitment leads to decreased absenteeism and employee turnover as well as increasing satisfaction, performance and organizational adaptability. Mobley (1982); organizational commitment has been defined as, “the relative strength of an individual’s identification with and involvement in a particular organization.” Further, it has been characterized by at least three factors: (1) a strong belief in and acceptance of the organization’s goals and values; (2) a willingness to exert considerable effort on the belief of the organization; and (3) a strong desire to maintain membership in the organization.

- ***Wages and conditions:-*** The research conducted on the link between dissatisfaction with pay and voluntary turnover appears to be inconclusive.
- ***Training and career development:-*** Martin (2013) detected a complex relationship between turnover and training. He suggested that establishments that enhance the skills of existing workers have lower turnover rates. However, turnover is higher when workers are trained to be multi-skilled, which may imply that this type of training enhances the prospects of workers to find work elsewhere.
- ***Supervision/management:-*** Mobley et al (1979) concluded that a number of studies offered moderate support for a negative relationship between satisfaction with supervision and turnover (i.e. the higher the satisfaction with supervision, the lower the turnover).

- **Lack of Advancement:-** When employees perceive no growth areas/future or desire to advance within the system, they have no reason to remain in the current work situation. If growth is desired but leaving the current employer is required, it will result eventually in the employee's departure.
- **Personal Reasons:-** personal reasons are many and only few are visible to the researcher. The foremost personal reasons are getting married or falling in love or change of place. The next important personal reason is going for higher education.

Health is another aspect, which contributes for attrition. Employees do get affected with health problems like lose interest to work.

Table2.1 A major organization’s reason for turnover categories

Dissatisfaction	Alternatives	Living Condition	Personal	Organizational Initiated
Wage equity -Wage amount -Benefits -Hours or shift -Use of skill and abilities -Career opportunities -Policies and rules -Supervision -Coworkers -Job security -Job meaningfulness -Working condition	New positions -Returning to school -Similar job: same industry - Similar job: other industry -Different jobs: other industry -Starting own business	-Transportation -Housing -Education -opportunities -Health care facilities -Physical environment -Social environment -Child care	-To be married -Personal injury -Illness or death in family -Personal illness -Spouse transfer	-Violation of rules, policy -Unsatisfactory probation period - layoff - performance -Attendance

Source: Mobley (1982). (P-38)

2.4 Turnover Intention

Turnover intention is a measurement of whether a business' or organization's employees plan to leave their positions or whether that organization plans to remove employees from positions. Turnover intention, like turnover itself, can be either voluntary or involuntary.

Unlike actual turnover, turnover intent is not explicit. Intentions are a statement about a specific behavior of interest (Berndt, 1981: p. 636). Turnover intent is defined as the reflection of “the (subjective) probability that an individual will change his or her job within a certain time period” (Sousa-Poza&Henneberger, 2012: p. 1) and is an immediate precursor to actual turnover. A broad range of literature examining the relationship of turnover intent and actual turnover (e.g. Mobley, 1977/ Hom&Griffeth 1991) exists. Actual intention and turnover intention have been measured separately; however, actual turnover is expected to increase as the intention increases.

The results of the different studies provide support for the high significance of turnover intention

in investigating the individual’s turnover behavior. Turnover intention captures the individual's perception and evaluation of job alternatives (Mobley et al., 1979). In Henneberger and Sousa-Poza’s study, it resulted that the decision on job mobility is rather been made by employees in the short run (Henneberger&Sousa-Poza, 2007: p. 20). Not all employees who intended to change their job had an actual turnover. On the contrary, employees, who did not intend it, had actual turnovers.

If organizations can measure their staff's turnover intention, they can determine the likelihood of their staffs leaving their organization. This helps them determine where they can find opportunities to reduce their overall turnover. To reduce turnover intention, organizations can offer strategic compensation packages, especially emphasizing performance and tenure. Also, employee-centric businesses tend to have fewer turnovers because the staff feels like it has a voice and the company values its contributions.

2.5 Effects of Employees Turnover

In case of external functional turnover it leads to various costs for the organization to bear. Among which economic costs are the most notable. Such as exit interview, severance pay, advertisements and recruiting to replace the departed employee, orientation and training for a new employee, lost production time during the process of recruitment and replacement, and lower productivity while the new employee learns the job. Other costs to bear are effluent from the fact the resigned employees may take with them their valuable tacit knowledge and expertise gained during the work in an organization (Bluedorn, 2011). Quite often leaving employees also can take together with them clients from the former organization (Mitchell et al 2011). For instance, Alvesson (2010, p. 1103) argues that *“In many cases, an established company may risk entire groups leaving their employers and forming new companies, trying to bring the old clients with them, thus emptying the former companies not only of important personnel but also of clients.”*

However, the later one is not a common cost to bear for all organizations which experience voluntary labour turnover. Such costs are more typical to emerge for consultancy firms (Alvesson, 2010) to which we can also relate the current empirical case with its particular example of the Maintenance Engineering department. As services provided by current department to its clients are technical consulting services ([http://www.agr.com/Our-Services/Field Operations /Maintenance Management / Maintenance-Engineering/](http://www.agr.com/Our-Services/Field%20Operations/Maintenance%20Management/Maintenance-Engineering/)). (Accessed on Nov15, 2011)

Besides from obvious negative sides with bearing economical consequences by the organization in the case of voluntary labor turnover emergence, there are also some positive sides. Such as in case of the external dysfunctional turnover, it can be beneficial from the point of decreasing labor costs for the organization when a further promotion of a certain employee could be followed by salary increase. Although the latter might not always translate in to similar increase of that employee`s quality of work.

Introduction of change and innovation is another reason that might come as a benefit from such a turnover. That can be done in order to keep only high performing employees and dismiss low performers (Bluedorn, 2011).

2.6 Measuring Employee Turnover

Employee turnover rates can serve as a useful management tool. Their interpretation, however, requires a great deal of care. The commonly used formula to calculate a crude turnover rate for any given period is described as shown below by the United Kingdom based Chartered Institute of Personnel & Development (CIPD, 2006) report.

Turnover Rate obtained by Formula:-

$$\frac{\text{Total number of leavers over a period}}{\text{Average number of staffs employed over a period.}} \times 100$$

However, Loquercio suggest that number of leavers should encompasses all leavers, including people who left due to dismissal, redundancy, or retirement, but it typically excludes those leaving at the end of fixed contract. The main purpose of excluding fixed term employees from the calculation is that it does not indicate the real problem of the organization. (Loquercio,et al, 2006).

CIPD also introduced stability index of staffs which indicates the retention rate of experienced employees. Like turnover rates, this can be used across an organization as a whole or for a particular part of it. The usual calculation for the stability index as cited by CIPD is: CIPD, <http://www.cipd.co.uk/surveys> (Accessed on Nov15, 2011).

Stability index given by the Formula:-

$$\frac{\text{Number of staffs with one or more year's service}}{\text{Number employed a year ago}} \times 100$$

This formula can be varied according to particular circumstances (e.g. basing it on a longer period of service). A rise in the stability index indicates the company is improving retention of more experienced staff. Normally, a wastage rate would be expected alongside a low level of stability. If both percentages are high, this indicates the organization is experiencing problems with a small number of high turnover jobs (<http://www.mintrac.com.au>). (Accessed on Nov15, 2011)

2.7 Methods of Identifying Reasons for Staffs Turnover

Since turnover involves the most important resource of an organization, it needs to be examined and monitored. Organizations need to know who is leaving, why they are leaving, and whether any effort on their part can slow turnover. Several different methods are available to researchers seeking to investigate why employees choose to leave. Here we consider four contrasting approaches: exit interviews, survey of ex-employees, attitude surveys, and quantitative approaches. (Taylor, Stephen, 1998)

2.7.1 Exit Interview

Undertaking formal interviews with employees before they leave the organization is a common method used to develop an understanding of their motivation for resigning. The most straightforward approach is to take the resigned through a questionnaire of direct questions concerning his/her satisfaction with pay, supervisor, development opportunities, relationships with colleagues and job content. There are, however, a number of problems with such approaches that can serve to reduce their effectiveness. First, there is the tendency of

employees to develop a far more optimistic outlook after they have secured a new job and resigned. Their original reasons for seeking alternative employment often get forgotten as they move toward their last day.

Such feelings are compounded if counter-offers are made to encourage them to stay and may disappear completely in the last days as cards are signed, leaving presents bought, affectionate speeches given and farewell parties held. This is often not, therefore, the best time to ask them for an honest and well-balanced assessment of their reasons for quitting. Taylor, Stephen, (1998)

A further problem arises when supervisors or department heads undertake exit interviews, because leavers will often balk at implying any criticism of them-particularly if they believe that they will require positive references in the future. The reason given for leaving may thus obscure the whole truth or may even be entirely false, (ACAS 2005). It can thus be argued that exit interviews, if used at all, should be undertaken very soon after the resignation has been confirmed, and that they should be carried out by an individual who will not have any role in writing future job references, (Taylor, Stephen, 1998)

2.7.2 Surveys of Ex-employees

Another way of collecting information about the reason for staff resignation is to contact former employees some months after they left the organization and ask them for a considered view of their reasons for resignation. While the use of this method is relatively rare, as cited by Stephen Taylor, there have been a number of cases covered recently in the personnel journals that indicate some large organizations are experimenting with it. Candor is further encouraged if the surveys are carried out by independent bodies and are clearly labelled “private and confidential”.

2.7.3 Attitude Surveys

A third approach is to seek the views of employees before they leave and so provide a basis for the development of policies and practices that will deter them from so doing. These too are truly effective only if confidential-so as to maximize the chance of employees’ stating honestly

how they feel about their jobs, their perceived opportunities, their bosses, colleagues and the organization as a whole. Questions can also be asked about their current intentions as regards the future and about their perception of alternative career paths open to them. Such approaches enable employers to anticipate in which areas future turnover is most likely to occur, and to gain an insight into the main causes, (Taylor, Stephen, 1998).

2.7.4 Quantitative Approaches

An alternative method to the use of surveys is to make use of the employee records to compare the data or characteristics of those who leave with those who stay. Although quantitative approaches are unlikely in themselves to give a particularly clear picture of reasons for turnover, they may reveal some interesting general trends and can usefully supplement information gathered using the three other methods outlined above.

2.8 Employees Retention Strategies

The retention of key employees remains a critical issue for organizations. Firms have become increasingly dependent on their top talent to be successful in adapting to market changes; (Boswell, Boudreau, & Tichy, 2005; Hom & Griffeth, 1995; Mobley, 1982). Though it is natural and healthy for people to leave the organization from time to time as this allows for the introduction of fresh ideas and promotions, unless organizations retain workers for a reasonable period, however, they are unlikely to be able to provide the quality goods and services required to remain competitive (ACAS 2005).

The basic practices which should be kept in mind in the employee retention strategies are as follows:

1. Hire the right people in the first place.
2. Empower the employees: Give the employees the authority to get things done.
3. Make employees realize that they are the most valuable asset of the organization.
4. Have faith in them, trust them and respect them.
5. Provide them information and knowledge.
6. Keep providing them feedback on their performance.

7. Recognize and appreciate their achievements.
8. Keep their morale high.

Employers may often find that very different factors explain resignations in each department or business unit. However, there are several possible courses of remedial actions that can usefully be considered and which have been shown by researchers to have a positive effect in some circumstances.

Differentiating avoidable and unavoidable turnover (from the organization's point of view) can help organizations to understand voluntary turnover more fully. Avoidable reasons include employees leaving to find better pay or working conditions elsewhere, problems with management or leaving for better career opportunities and unavoidable reasons - which are beyond the organization.

It is clear that the general features of any potential HR program contribute to good retention. Most of these are directly related to creating a satisfactory work environment for employees and thus, in turn, to good retention.

These features or 'motivators include: (Lochhead C. & Stephens A. 2004)

- A stimulating work environment that makes effective use of people's skills and knowledge, allow them a degree of autonomy on the job, provides an avenue for them to contribute ideas, and allow them to see how their own contribution influence the organization's well-being.
- Opportunities for learning and skills development and consequent advancements in job responsibilities.
- Effective communications, including channels for open, two-way communication, employee participation in decisions that affect them, an understanding of what is

happening in the organization and an understanding of the employer's main objectives.

- Good compensation and adequate, flexible benefit plans. Recognition on the part of the employer that employees need to strike a good balance between their lives at work and outside of work.
- Respect and support from peers and supervisors. Based on the review of literature the list of practices used to reduce labour turnover that capture the main types of interventions are:

2.8.1 Compensation and Benefits

Compensation Levels:-Competitive compensation packages can signal strong commitment on the part of the organization, and can therefore build a strong reciprocal commitment on the part of workers. However, to the extent that it contributes to retention, competitive compensation is also likely to affect both desirable and undesirable turnover: it will help to retain workers, irrespective of the quality of their contribution to the company. (Lochhead C. & Stephens A. 2004)

While there is general agreement about the importance of competitive compensation for employee retention, there is also a growing consensus that competitive, or even generous compensation will not single-handedly guarantee that a company will be able to keep its most valuable employees (Lochhead C. & Stephens A. 2004).

Building “affective commitment” (Meyer et al, 2013) involves much more than paying well, and that retention based on the principle of “compensation-based commitment” is sensitive to changes in compensation within the organization. Employers that base their retention on compensation-based commitment will always be vulnerable to the possibility that their competitors will be able to offer better wages and thus lure away their employees.

Companies that wish to develop a successful retention plan that includes compensation and benefits must always understand their own unique characteristics and circumstances. (Lochhead C. & Stephens A. 2004)

According to Branham (2010) compensation can also drive commitment-oriented behaviour by:

Sending employees a strong message about what results are valued.

- Recognize and reinforce important contributions so that employees feel valued.
- Provide a sense of “emotional ownership” and increased commitment that comes from giving employees “a piece of the action.”
- Maintain or cut fixed payroll costs and allocate variable pay to the employees they most want to attract and keep.

Benefits: - Benefits can demonstrate to employees that an organization is supportive and fair, and there is evidence to suggest that stable benefits are at the top of the list of reasons why employees choose to stay with their employer or to join the organization in the first place (Tompkins and Beech, 2012).

Employee benefits are constantly evolving as the workforce itself evolves, and as people identify new priorities as being important. It is important to note that the relative importance of benefits will vary according to the specific needs of each individual. (Lochhead C. & Stephens A. 2004). The importance of a benefit plan to an employee with dependents may assume far greater importance particularly in an environment where benefits costs are increasing rapidly (Tompkins and Beech, 2012). Organizations with an older workforce demographic might see their retention efforts best served through benefit plans that cover health-related expenses, care for elderly parents, etc. Companies with a significantly younger demographic may find education subsidies or tuition rebate to be more effective retention drivers.

Performance-based Compensation: - In general, the key purpose behind performance-based compensation is twofold. It is (i) a means of modifying individuals’ behaviour within an establishment in order to better align their activity with particular business objectives, and (ii) a way of influencing the development of particular types of organizational culture e.g., team-based pay can lead to a stronger team-based culture, skill-based pay, or *Retention-based Compensation* can contribute to a culture of stability and mutual commitment, etc.; (Meyer, 2013).

The major advantage of performance-based pay system is that it can promote a culture of flexibility. Individuals can perform multiple tasks, including filling jobs in the wake of turnover. Skill-based pay can also contribute to lower turnover since individuals will be paid more for their knowledge and will be unlikely to find similarly attractive pay in firms using more traditional job-based pay systems.

2.8.2 Recognition and Rewards

Rotundo (2012) argues that reward systems ought to be a significant sphere of innovation for employers. The increasing diversity of the workforce, she says, suggests the need for more creative approaches to tailoring the right rewards to the right people. It would, however, be impossible to list all of the various types of recognition and rewards that companies actually give their workers. It is clear that recognition and rewards—as part of a more comprehensive effort at keeping workers or adopting good workplace practices—can contribute to increased retention.

2.8.3 Training, Professional Development and Career Planning

Training and development are so enthusiastically embraced as key factors to good retention is no doubt due to the fact that well-developed training programs are becoming ever more essential to the ongoing survival of most modern organizations, whether or not retention is an important issue to that organization. To the extent that operational paradigms such as “The Learning Organization” or the “Knowledge-Based Organization” continue to take hold in the contemporary business world, training is only likely to become more important. (Lochhead C. & Stephens A. 2004)

In any event, retention reflects a desire to keep one’s valued people; but it is just as much about keeping and managing the skills that a company needs to meet its goals. The provision of training is a way of developing those skills in the first place. The fact that providing it also turns out to be a benefit that is highly valued by those who receive it makes for a very powerful approach to doing business; (Lochhead C. & Stephens A. 2004).

Because training and professional development are so fundamental to the operation of an organization, it goes against intuition to suggest that training and development are to be thought

of primarily as “retention” tools. The evidence seems to confirm that the link between training and retention is even stronger for more highly skilled workers (Paré et al, 2010).

Meyer et al (2013) suggest that employee learning - which encompasses training and development but is also related to *socialization within the workplace* - contributes to retention by:

- (i) Building employee commitment through a show of support,
- (ii) Providing employees with the means to deal with stress related to job demands and change,
- (iii) Serving as an incentive to stay, and
- (iv) Creating a culture of caring. Thus, training and professional development are seen as ways of building employee commitment in that they allow employees to “**see a future**” where they work, and provide them with the support necessary to face the on-going challenges related to their work.

Many employers will voice the familiar concern that there is a risk that once trained, workers may be tempted to leave the company for other opportunities. This is no doubt a valid concern amongst many employers, particularly those in large industrial centers. (Lochhead C. & Stephens A. 2004) As such, companies are only willing to provide training at the minimum level or to provide more extensive training on proprietary equipment and processes. The picture may be somewhat different for more highly-skilled segments of the workforce, where employers appear to be more willing to make greater investments.

There is a good fit between training and a number of other retention-related practices, such as career development and planning, skill-based pay, and others. Taken together such practices can usefully complement one another. Training can be a particularly strong retention tool when it is combined with measures designed to allow people to develop and progress within a company (Meyer et al, 2013). It sends a very strong signal to employees that they are important to the company, and that the company is willing to make real investments in keeping them there. In addition, the advantage to training-related incentives is that they can allow companies to focus particularly on employees who demonstrate a strong potential for growth and contribution to the company.

Such arrangements end up being to the advantage of both parties. The company is able to secure the skills it needs while at the same gaining some reassurance that its skills development investments are also creating the conditions that will keep those skills in the company. The employee, meanwhile, gains the opportunity to securely move towards better pay and more challenging responsibilities.

Training is always unique to the circumstances of each company and that there is no formula that dictates how much and what kind of training is given. It does seem plausible that training, when combined with well-communicated plans for advancement and ongoing professional development within the company, can help organizations to keep their valued employees. (Lochhead C. & Stephens A. 2004)

2.8.4 Recruitment and Orientation

How organizations recruit and how they provide orientation in the first days on the job can be of crucial importance to keeping workers over the longer term. Failure to effectively recruit and orient employees may impose significant separation and replacement costs down the road (Lochhead C. & Stephens A. 2004). Smith (2011) attributes 60% of undesirable turnover to bad hiring decisions on the part of the employer. “Bad hiring decisions” may cover a number of considerations, including overly hasty selection processes that fail to ensure that the job

candidate really has the adequate skills and qualifications to do the job for which she or he is hired.

Research confirmed that good employee retention is in part a result of a good “fit” between a company’s workplace culture — its way of doing business and the qualities that it espouses as valuable — and the interests, character, and motivations of the individuals that exist within it. In terms of recruitment, companies should therefore put an emphasis on not only evaluating formal qualifications, job-relevant technical ability, etc., but also more general types of qualifications and dispositions on the part of the recruit. If work in the company involves being part of a highly cohesive team, the company may want to recruit individuals who are interested in and capable of working in such an environment. (Lochhead C. & Stephens A. 2004)

It is important for the individual job candidate to have a fair chance at deciding whether the company is a good fit for him or her. Meyer et al (2013) have emphasized the importance of providing “realistic job previews” to potential employees. These previews provide potential new hires with more than just a cursory glance at the organization’s operations, providing the candidate with enough information to make a decision about whether it is the right workplace for her or him.

The organization must have at its disposal the right tools to enable it to make reasonably accurate evaluations about the type of people it might hire; and there exist a great number of evaluation tools at the employer’s disposal. This simply wish to suggest that allowing both parties to the employment contract to make informed decisions can help to ensure that the right hiring decision is made. (Lochhead C. & Stephens A. 2004)

Including one’s employees in helping to evaluate candidates may also be particularly effective with respect to retention in workplaces where team-based work is the norm (Meyer, 2013). Allowing employees to have a say in who they will be working with, and asking for their assistance in evaluating whether that person will be a good fit, may prove helpful in ensuring that the candidate not only has the requisite experience but will also be an effective member of the work team.

2.8.5 Healthy Workplace and Well-being Programs

There is a growing body of evidence that workplace safety, health and wellness initiatives can make a fundamental contribution to business performance as well as the improved health and well-being of individual employees. Healthy workplace practices take on a variety of forms, including those directed at the physical work environment (safety, ergonomics, etc.); health practices (supporting healthy lifestyles, fitness, diet, etc.); and social environment and personal resources (organizational culture, a sense of control over one's work, work-family balance, etc.). Thus, to the extent that emotional and mental wellness is important to good retention and other indicators of business performance, organizations might be well-advised to turn their attention to factors in the workplace that cause stress in the workplace. (Lochhead C. & Stephens A. 2004)

2.8.6 Work-Life Balance

Work-life balance programs cover a variety of interventions, and include such practices as dependent care leave, childcare subsidies, eldercare programs, counseling and referral, and flexible working hours (Withers, 2011). As the list suggests, the concept of "work-life balance" recognizes that employees have important family and extraprofessional obligations that compete with their professional commitments; benefits that may be grouped under this concept therefore allow people to strike a more meaningful and potentially less stressful balance between obligations at the workplace and obligations at home.

Duxbury & Higgins (2011) note that the 1990s saw an intensification of work-life conflicts for many workers. Jobs have become more stressful and less satisfying, and employees generally exhibit less commitment to their employers and higher absence rates from work. They add that high levels of "role overload" and "work to family interference" play a significant role in frustrating recruitment and retention in organizations.

Many employers have begun to respond to such demands by implementing "work-life balance" initiatives in their workplace, and have done so out of a conviction that providing such benefits can substantially enhance productivity, revenues, and employee retention and commitment (Withers, 2011).

The key to success in this area appears to be, first and foremost, a good channel of communications and a workplace culture in which employees feel comfortable in asking for time off to deal with pressing family matters, and employers are willing to recognize that granting time off in such a manner ultimately may contribute to greater employee commitment and productivity in the long run. Duxbury and Higgins (2011) argue that employers can help to create more supportive work environments by:

(i) Working with employees to identify and implement the types of support they need, and better inform them about policies that may currently be available to them, and (ii) Encouraging employees to use the supports that are readily available and ensure that employees who could make use of such assistance do not feel that their career prospects would be jeopardized by doing so (Duxbury and Higgins, 2011).

2.8.7 Job Design and Work Teams

With respect to retention, “intrinsic” rewards are just as important as material rewards. That is workers value their jobs not only when they are well compensated, but often because doing the job is in itself a rewarding experience — in other words, it is fulfilling, challenging, interesting, and stimulating .Practices such as autonomous or semi-autonomous work teams, ‘self-scheduling,’ and job rotation can not only improve retention but have also been shown to improve a number of other important indicators such as productivity, accidents and injuries and product quality. (Lochhead C. & Stephens A. 2004)

In any event, if promoting good retention is one of the objectives in allowing for greater autonomy on the job, presenting more interesting challenges, or increasing the diversity of tasks, then the entire exercise must clearly begin with two questions: “How can one design this particular job assignment or position in such a way that is more interesting or intrinsically rewarding to the individual who occupies it?” and “What forms of job design or work organization are appropriate to the workplace?” (Lochhead C. & Stephens A. 2004)

2.8.8 Communications and Employee Participation

Most, if not all, of the other types of practices described above fundamentally depend on a sound approach to communicating with employees. Without communications, many of these practices would be difficult to implement, or it would at least be difficult to implement them with the goal of retaining employees. To illustrate with examples: (Lochhead C. & Stephens A. 2004)

- i. Employees are often unaware of exactly how competitive their wages and benefits really are. If the employer is not effective at communicating the content of total compensation and benefits, employees may lack the information to form judgments about the organization, and may end up not forming a strong commitment to the organization.
- ii. The need for good communications is especially great under pay-for-performance plans if employees are to align their behaviour at work with the intended rewards and outcomes.
- iii. Professional development and career tracking must rest on a solid foundation of communication if employees are to understand their place and their future within the company, and what they need to do to follow a developmental path.
- iv. A good system of employee referrals relies upon a workplace environment where management is receptive of suggestions from employees and actively uses open communication channels to secure vital feedback from its workers.
- v. The incidence of high stress and its attendant consequences for employee health and wellbeing is in part a function of inter-personal relations in the workplace (which mediate and are mediated by communications) and the availability of open and trusted lines of communication that can help to identify potential health problems before they become too severe.

- vi. The implementation of autonomous work teams, self-scheduling, job rotation, etc. depends on effective adherence to forms and standards of communication that are appropriate to and supportive of such ways of organizing work. This is hardly an exhaustive list, but it does underscore the conclusion that *communication is a basic building block of any effective retention practice.*

There is no magical formula for effective communication. It is clear, however, that the success of any communications practices will hinge upon management's commitment to and belief in the value of good and open communications in the first place; the lack of leadership will otherwise ensure that communications practices are dropped or not adopted as a part of the company's culture. Thus, implementing practices in the absence of a willingness to communicate — about both positive and negative matters — will not likely contribute to retention. Communications is, in the end, a general feature of a company's culture, and not reducible to particular practices, systems or interventions. (Lochhead C. & Stephens A. 2004)

2.8.9 Performance Appraisal and Performance Management

Performance appraisals are not uncommon to organizations. However, what counts as an appraisal or performance management varies a great deal in sophistication and organization. The process of employee performance evaluation should be closely tied to strategic objectives, provide good feedback to employees and give them a view of their longer-term progress within the company, and potentially married to training and other development opportunities. (Lochhead C. & Stephens A. 2004)

Performance appraisals inform a number of HR decisions related to compensation, training, promotion, and even termination. When closely aligned with ongoing training and career development, performance management can be a successful retention tool. As with other retention practices, employee perceptions about the performance appraisal system can have an important impact on their decision to stay with a company (Lochhead C. & Stephens A. 2004).

CHAPTER THREE

3. BACKGROUND OF GEOLOGICAL SURVEY OF ETHIOPIA

3.1 Overview of the Organization

Geological Survey of Ethiopia (GSE) is the one of the Government organizations responsible to undertake Geoscience studies of the country. Geological Survey of Ethiopia actively supplies various technical services to outside users, mainly with regard to industrial mineral and construction material studies, coal and groundwater exploration, engineering geology studies and ground geophysical surveys. In doing so the organization closely works together with different national and international stakeholders. It studies and publicizes the Country's mineral resources and also provides consultancy service in the areas of hydrogeology, engineering geology and etc to governmental and nongovernmental organizations. In addition to these, Geological Survey of Ethiopia investigates natural hazards such as, landslide, slope instabilities and volcanic activities.

The organization currently has a total of 721 staff members. Of these, 114 are geoscientists (Geologists, Geochemists, Geophysists...), 22 chemists, 36 Technicians (Surveyors, Cartographers, Chemist Technicians, and Laboratory Technicians) and 62 drillers. (Report of HRM Business Process of GSE, Hidar 2004 E.C)

3.2 Foundation of Geological Survey of Ethiopia

Geological Survey of Ethiopia (GSE) was established in 1968 as a Department within the Ministry of Mines (MoM). Since then, the organization has passed through different organizational structures. In 1982, it was established as the Ethiopian Institute of Geological Survey (EIGS) under Ministry of Mines and Energy by Proclamation No.230/1982.

Geological Survey of Ethiopia (GSE) was re-established as autonomous government organization on 7th March, 2010 by proclamation No. 194/2010 of the Federal Negarit Gazeta.

3.2.1 Main Reasons for Establishment of Geological Survey of Ethiopia:

- ✓ The collection of earth science information on the earth's surface and its interior is fundamental and decisive for the development of industry, energy and agriculture.
- ✓ Prospecting for, exploration and study of mineral resources and collection geological data is essential for the economic development of the country.
- ✓ It is essential to collect, deposit, and establish ownership on earth science information

3.2.2 Power and Duties Given to Geological Survey of Ethiopia under the Above Proclamation,

- ④ Carry out geological mapping, prepare and publish geological maps;
- ④ Conduct ground and air born geophysical surveys and remote sensing studies;
- ④ Carry out exploration and conduct studies on earth and water bodies to collect basic information of minerals, oils and natural gas, hydrogeology, engineering geology, and when circumstances so require, estimate and delineate mineral deposits;
- ④ Investigate volcanic activity, earth-quakes, landslides and meteorites and any other related natural phenomena as may be required for attainment of its objectives and inform where appropriate those concerned of its findings;
- ④ Train its personnel in accordance with the short and long term needs of the Survey;
- ④ Collect and own information related to earth science studies, and may make it available to users with or without payment as the case may be and also publish and distribute journals;
- ④ Require and obtain any information relevant to its activities from any sources;
- ④ Participate in all meetings , conferences and seminars related to each sciences representing the government;
- ④ Charge fees for any service it renders in accordance general government directives;

- ④ Own and transfer property, enter into contracts, sue and be sued in its name and carry out other similar activities necessary for the attainment of its objectives.

3.2 Vision, Mission and Objectives of GSE

Vision of GSE:

To foresee Geoscience data, advice and services contribute to the sustainable development of the agricultural, industrial, infrastructure and other sectors of the economy, thereby improving the living standard of the public.

Mission:

To undertake Geoscience studies that provide investors and other users with reliable data and further enhance the progress of the mining sector of the economy.

Goal:

To improve the quality and coverage of the Geo-science data of the country.

Objectives:

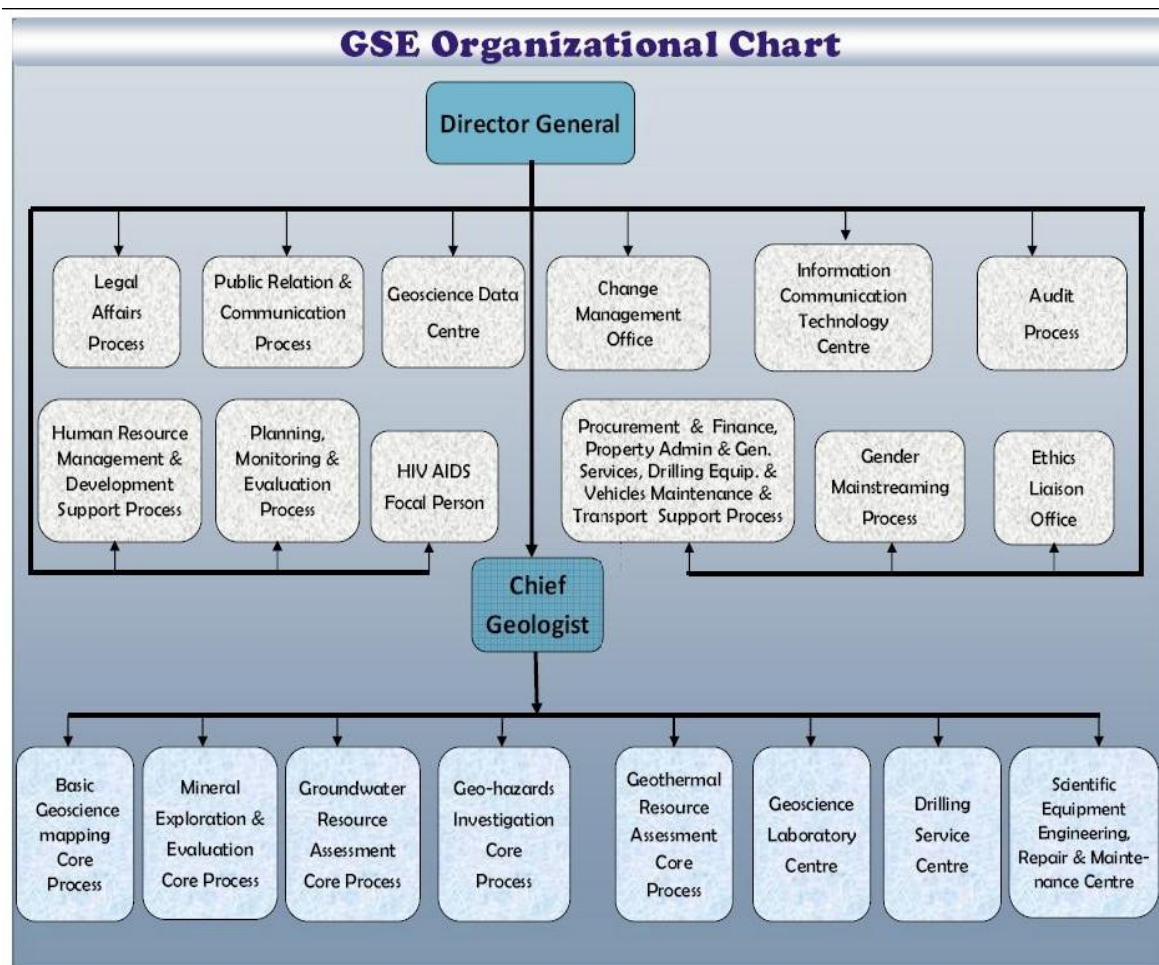
- Carry out regional geological and geochemical mapping activities to produce detail maps and reports for use in various undertakings.
- Evaluate the economic mineral potential of the country by conducting reconnaissance, follow-up, and detailed exploration.
- Provide an assessment of groundwater situation by preparing hydrogeological maps at 1:250,000 and larger scales.
- Give geotechnical information essential to designs of all types of civil works and investigate natural hazard such as, landslide, slope instabilities and volcanic activities.
- Explore for geothermal resources potential in the country.

- Conduct geophysical surveys.
- Identify, analyze and interpret data from geological samples such as mineral, rock, soil, stream sediment, and water etc;
- Collect, classify, store, display, publish and disseminate user-oriented Geoscience information of the country including museum-piece specimens;
- Carry out core, water well, and geothermal deep well drilling and associated geotechnical works.
- Provide consultancy service in the areas of hydrogeology and engineering geology etc. to government and nongovernmental organizations.
- Collect and own information related to earth science studies.

Currently the Survey has completed its Business Process Re-engineering study and launched the full implementation since July 2010. And it is also finalizing the study of BSC (Balanced Score Card).

With duties and responsibilities to generate, analyze, process and handle Geoscience data for the sectoral economic benefit of the nation, the organization currently reorganized into 5 Core Business Processes, 5 Central Services, 7 Support business Processes, 2 Offices and 1 HIV/AIDS Focal Person under the newly restructured framework.

Figure I Organizational Structure of Geological Survey of Ethiopia



CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

This chapter presents characteristics of the studied population, analysis and interpretation of the data collected. The analysis and interpretation are given below.

4.1 Characteristic of the Population

Among the 234 current skilled technical employees of the organization, the number of selected respondents was 50 (21%). And all of them (100%) have responded and returned the questionnaires.

The second group was skilled ex-employees of the organization who voluntarily left the organization over the past three years. During the past three years, 120 skilled professionals resigned from the organization, out of which only 12 had contact address in Addis Ababa which represents 10 % of the population .Among the 12 sample of ex-employees 11 (92%) responded and returned the questionnaires.

4.2 Views of the Management on Employees' Turnover

The researcher conducted interviews with six management members: The Chief Geologist, the Human Resource Manager (HRM Case Team Coordinator) and other selected four Business Process Owners. The results of the interview made with the management body on issues related to intensity, reason, cost of employee turnover, and retention mechanisms followed by actions that should be taken to tackle the problems are presented .The results are important in providing comparison on what the management think as reasons of skilled employees turnover and what employees perceive as causes of turnover at GSE.

4.2.1 Reasons for Termination

The Management of GSE is aware of the mobility of skilled manpower which occurs at a significantly higher rate which has caused an operational disruption .As per the view of the management body, the organization is losing its technical skilled manpower mostly to other

governmental and private organizations because of GSE's very low compensation (salary, per diem, and other benefit packages) as compared to others. The remaining reasons such as lack of adequate educational opportunity and poor leadership take part in the turnover of the skilled manpower.

The managers also said that there is equal opportunity for promotion and development of all employees in the organization. Whenever there is vacancy, it is posted on notice board where everyone can see; and for those employees who are on field work, their immediate supervisors apply for the vacancy in their behalf. According to the management, seniority is taken as the basic criteria for promotion.

According to the management, since the organization has no formal system for encouraging employees' contribution to the achievement of GSE's objective, especially those top performers are not recognized by the organization for the past four to five years.

The management feels that the compensation system of the organization is poor as compared to the market and the risk taken by skilled employees (technical staffs have to take death risk; it's seen on job description of geoscientists). The main reason according to them that employees are leaving the organization is due to the poor salary employees get. Most of the organizations that the ex-employees joined have a very attractive salary and benefit packages.

With regard to the relationship between management and employees, most of the management body n=4 (66.7%) believe that there is relatively moderate relationship; as there is communication system between management and employees through the business owners and as there is no dispute or grievance raised to the administration attention by the employees. And some of the managers n=2 (33.3%) believe that there is poor relationship between management and employees; as the top management doesn't visit lower level employees and as it doesn't quickly respond to the problems of the employees.

The management also stated that the organization has no formal orientation and exit interview program for new employees and for those leaving the organization respectively. The informal orientation is left to the respective business processes and departments of the organization but they have no feedback whether they orient the new employees or not.

4.2.2-Cost and Retention Mechanisms

The organization uses newspaper advertising mostly Addis Zemen to notify potential applicants for available posts. It annually spends an average of thirty to thirty-five thousand birr to advertise the posts on the newspaper. The organization also annually costs more than Br. 170,000 (example Br. 172,198 in 2013 and 212,399 in the year 2004 E.C) for the training of newly employed geoscientists. Other costs such as induction costs, socializing costs, selection costs and costs of cover (temporary employees or overtime) are not measured. It doesn't measure the non monetary costs such as cost of dissolved projects due to lack of skilled manpower, incapability to do consultancy works, field work termination and the psychological impact (tension) on the remaining employees.

As a retention strategy, the organization is on the way of increasing its bi-lateral and multi-lateral projects with different national and international organizations so that geoscientists can get better training opportunity in and outside of the country.

Currently the management is addressing the salary and other benefit packages issues with the concerned governmental bodies. And parallel to this, the organization has a plan to employ and train junior earth-science professionals that it believes to temporarily solve the problem.

4.2.3- Turnover Rate

As indicated in Table 4. 1 below, during the period between 2010 and 2013 E.C the Survey recruited a total of 89 skilled employees. On the other hand, in the same years under review 155 technical skilled employees had terminated their employment from the organization. The turnover rate in the year (2012 E.C) was very high as compared to the other years under review and this is because in this year there was BPR study and implementation in the organization and hence new employment was temporarily blocked. The rate of employee turnover in the years under review are 145.8, 218.8, 3700, and 100 percent respectively.

Table 4.1 Skilled Labour Turnover Rate

Table4. 1 – Skilled Labour Turnover Rate			
Year (E.C)	Employed In No.	Terminated In No.	Turnover Rate (%)
2010	24	35	145.8
2011	16	35	218.8
2012	1	37	3700
2013	48	48	100
Total	89	155	

Survey 2011

Figure II Total Number of skilled workers Employed and Terminated

As indicated in the table 4. 2 below among the skilled workers hired during the year 2010 – 2013 E.C, there were 15-diploma holders, 73-first degree holders and 1-second degree holder. On the other hand, among the skilled earth-science professionals who left the organization in

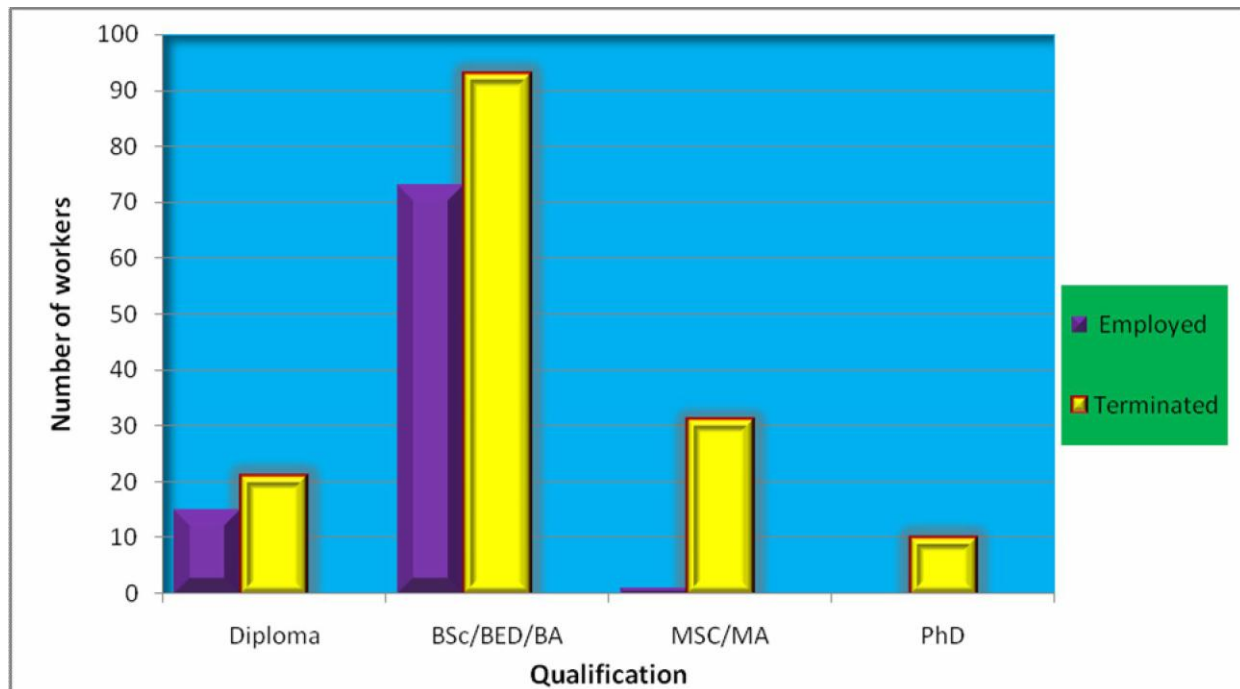
the same period, 21-diploma, 93-first degree, 31-second degree and 10 are Doctoral Degree (PhD) holders.

Table4. 2 Employed VS Terminated based on their Qualification

Item	year(E.C)	Measurement	Employed		Terminated	
			Number	%	Number	%
Qualification	2010-2013	Diploma	15	16.9	21	13.5
		BSc/BED/BA	73	82	93	60
		MSC/MA	1	1.1	31	20
		PhD	0	0	10	6.5
Total			89	100	155	100

Survey 2011

Figure III showing Employed VS Terminated based on their Qualification



Survey 2011

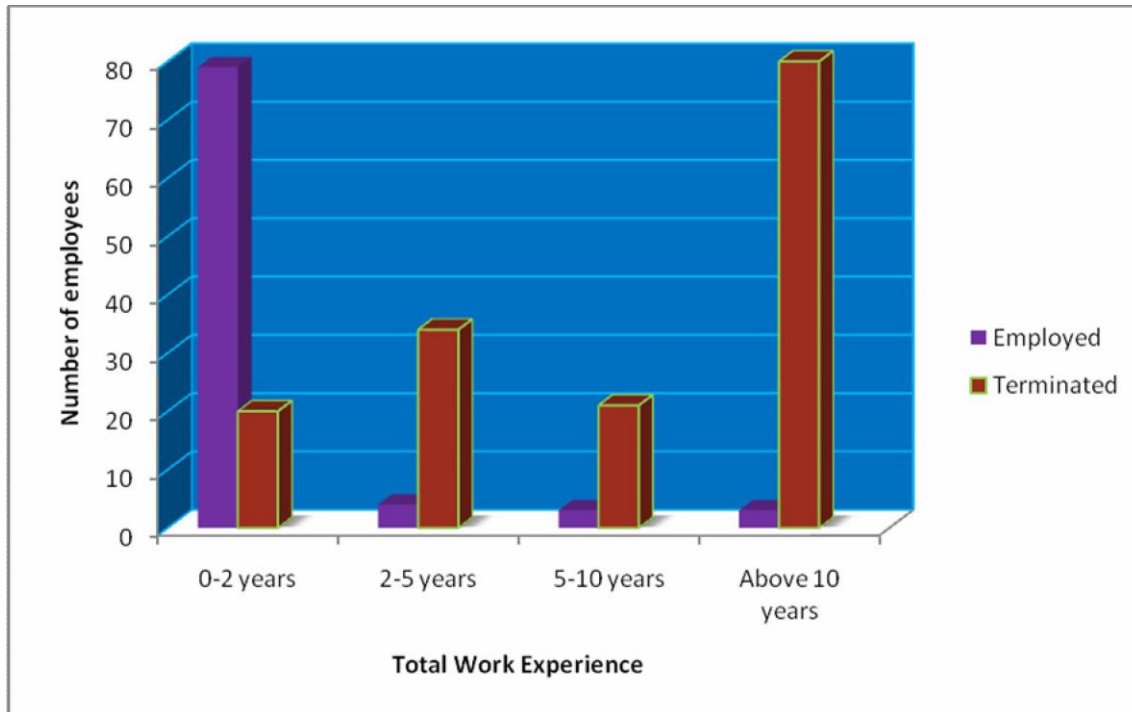
As it is indicated in table 4.3 below in the year between 2010 and 2013 E.C; 79, 4, 3, and 3 skilled employees who have work experience of 0-2 years, 2-5 years, 5-10 years and above 10 years respectively are employed by the organization. On the other hand in the same years; 20, 34, 21, and 80 skilled employees who have work experience of 0-2 years, 2-5 years, 5-10 years and above 10 years respectively have terminated their employment .

Table4. 3 Employed Vs Terminated based on their Work Experience

Background information						
Item	Year(E.C)	Work experience	Employed		Terminated	
			Number	%	Number	%
Work experience	2010-2013	0-2 years	79	88.8	20	12.9
		2-5 years	4	4.5	34	21.9
		5-10 years	3	3.4	21	13.5
		Above 10 years	3	3.4	80	51.6
Total			89	100	155	100

Survey 2011

Figure IV showing Employed Vs Terminated based on their work experience



Survey 2011

4.3 Demographic Profile of the Respondents

The first part of the questionnaires contains basics information of all participants. This tried to gather information concerning personal and professional demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent tables and figures below. These variables includes: age, sex, academic qualification of the participants and year of experience the workers have in the organization.

As table 4.4 depicts about 74% and 90.9% of the current employees and ex-employee respondents respectively were males and the rest 26% and 9.1% of respondents were females.

Table 4.4 Respondents' Gender profile

Sex	Current employees		Ex- employees	
	Number	%	Number	%
Male	37	74	10	90.9
Female	13	26	1	9.1
Total	50	100	11	100

Source: Survey 2011

From the table 4.5 below; 4, 52, 12 and 32 percent of the current employee respondents are in the age between 18 and 25, 26 and 35, 36 and 40 and above 40 respectively. On the other hand 18.2, 18.2 and 63.6 percent of ex-employees' respondents are in the age group between 26 and 35, 36 and 40 and above 40 years respectively.

The majority of current employee respondents (52 percent) are in the age group between 26 and 35. Age is consistently and negatively related to turnover. Younger employees are more likely to resign than older employees. The data shows majority of the respondents are young and hence more probability of turnover.

Table 4.5 Respondents' Age profile

Age	Total			
	Current employees		Ex- employees	
	Number	In %	Number	In %
18-25 Years	2	4	-	-
26-35 Years	26	52	2	18.2
36-40 Years	6	12	2	18.2
above 40 Years	16	32	7	63.6
Total	50	100	11	100

Source: Survey 2011

Table 4.6 below shows that 42 and 58 percent of current employee respondents and 81.8 and 18.2 percent of ex-employees respondents respectively are married and single.

Table 4.6 Respondents' Marital Status profile

Marital Status					
Item	Measurement	Current Employees		Ex-employees	
		Number	%	Number	%
Marital status	Married	21	42	9	81.8
	Single	29	58	2	18.2
Total		50	100	11	100

Source: Survey 2011

4.4 Views of Current Employees and Ex-Employees

As table 4.7 below depicts, 50% of current employee respondents are first degree holders, and about 34% of the respondents have master's degree. Having this much (84%) qualified manpower is an opportunity for the organization to develop and obtain competitive advantage over the other. On the other hand, 18.2%, 18.2%, 45.4 % and 18.2 % of the ex-employee respondents respectively are diploma, first degree, second degree (masters) and third Degree (PhD) holders.

Table 4.7 Respondents' qualification profile

Qualification profile					
Item	measurement	Current Employees		Ex-employees	
		Number	%	Number	%
Qualification	Diploma	8	16	2	18.2
	BSc/BED/BA	25	50	2	18.2
	MSC/MA	17	34	5	45.4
	PhD	0	0	2	18.2
Total		50	100	11	100

Source: Survey 2011

As one can observe from table 4.8 below, the largest groups (52%) of current employee respondents and (63.6%) ex-employee respondents have more than 10 years of work experience in GSE. On the other hand 28% and 14% of current employees' respondents are in the range of 2 to 5 and 1to 2 years of experience respectively. And only n=3 (6%) of the respondents have work experience of years 5 to 10. Longer year of experience in the current employee respondents shows as there is a chance for the organization to retain the well experienced employees before leaving the organization.

Table 4.8 Respondents' Experience in GSE profile

Experience in GSE					
Item	Measure ment	Current Employees		Ex-employees	
		Number	%	Number	%
Work Experience in GSE	Less than 1 year	-	-	-	-
	1-2 years	7	14	-	-
	2-5 years	14	28	3	27.3
	5-10 years	3	6	1	9.1
	Above 10 years	26	52	7	63.6
Total		50	100	11	100

Source: Survey 2011

Table 4.9 summarizes total years of service of the current employee respondents; 4, 24, 12, and 60 percent of the respondents served for 1to2, 2 to5, 5to10 and above 10 years respectively. On the other hand 18.2%, 18.2% and 63.6% of Ex-employee respondents totally have experience of 2to5, 5to10 and more than 10 years respectively. From the current employee respondents n=48 (96%) have more than two years total work experience and this is big opportunity for the organization if it works on them to keep its existence.

Table 4.9 Respondents' Total Experience profile

Total Experience					
Item	Measurement	Current Employees		Ex-employees	
		Number	%	Number	%
Total work experience	Less than 1 year	-	-	-	-
	1-2 years	2	4	-	-
	2-5 years	12	24	2	18.2
	5-10 years	6	12	2	18.2
	Above 10 years	30	60	7	63.6
Total		50	100	11	100

Source: Survey 2011

From the current skilled worker respondents in table 4.10, n=7(14%), n=22(44%) and n=21(42%) respectively are at junior, middle and senior positions. As one can observe from the table, the largest groups of respondents n=43 (86%) is found in the middle and senior positions.

Table 4.10 Respondents' Current position in GSE profile

Current position in GSE			
Item	measurement	Current Employees	
		Number	%
Current position in GSE	Junior level	7	14
	Middle level	22	44
	Senior level	21	42
Total		50	100

Source: Survey 2011

As shown in tables 4.11 and 4.12 below 54% of the current employees and 63.6% of ex-employee respondents have got a sense of satisfaction from their work. This indicates that, though job dissatisfaction is one of the causes of turnover, it doesn't take the highest share in GSE. Of the 46% current employees who replied that they do not get a sense of satisfaction from their job, when they were asked why it is so; 26.1 percent said the job is monotonous, 8.7 percent said the job is mechanistic, 47.8 percent said they feel that what they are contributing is less and n=4(17.4%) respondents don't reply anything for the question. Similarly, 36.4 percent of the ex-employees' respondents replied that they also did not get a sense of achievement from their job. Of those ex-employee respondents who said they did not get a sense of satisfaction from their job, when replying why it is so, 25 percent said that the job is monotonous, and 75 percent said they feel that what they are contributing is less.

Table 4.11 Respondents level of Satisfaction with the Work they have profile

Level of Satisfaction with the Work					
Item	Measurement	Current Employees		Ex-employees	
		Number	%	Number	%
Are/were you satisfied with the work you have?	Yes	27	54	7	63.6
	No	23	46	4	36.4
Total		50	100	11	100

Source: Survey 2011

Table 4.12 Respondents reasons for their dissatisfaction with the work profile

Reasons for Job dissatisfaction					
Item	Measurement	Current Employees		Ex-employees	
		Number	%	Number	%
If your answer for the above Question is No, what are your reasons?	Job is monotonous	6	26.1	1	25
	Job is mechanistic	2	8.7	–	–
	I feel what I contribute is less	11	47.8	3	75
	I feel that I am not contributing to GSE's objective	–	–	–	–
Total		23	82.6	4	100

Source: Survey 2011

As indicated in table 4.13 and 4.14 below; 30 and 63.6 percent of current skilled employees and ex-employee respondents respectively said that they did not get orientation during their recruitment. 98 and 100 percent of current employees and ex-employee respondents respectively believe as orientation is necessary after placement. The orientation would have given employees realistic view of the organization, its objectives, mission etc and hence employees would know beforehand what they are going to find out.

Table 4.13 Respondents' experience of Getting Orientation during Recruitment profile

Background information					
Item	measurement	Current Employees		Ex-employees	
		Number	%	Number	%
Did you receive orientation about your job, objective and mission, etc at the time of recruitment	Yes	35	70	4	36.4
	No	15	30	7	63.6
Total		50	100	11	100

Source: Survey 2011

Table 4.14 Respondents' Attitude towards Orientation

Perception towards Orientation					
Item	measurement	Current Employees		Ex-employees	
		Number	%	Number	%
Do you think orientation is necessary	Yes	49	98	11	100
	No	1	2	-	-
Total		50	100	11	100

Source: Survey 2011

In relation to table 4.15, 98 and 100 percent of current employees and ex-employee respondents respectively were dissatisfied with the amount of pay they get. This data indicates that almost all of the respondents were dissatisfied with the salary they were getting. And this may have resulted in high rate of labour turnover in the organization.

Table 4.15 Respondents' response towards satisfaction with the amount of pay they get

Satisfaction with the Amount of Pay					
Item	measurement	Current Employees		Ex-employees	
		Number	%	Number	%
Are you satisfied with the amount of pay you get?	Yes	1	2	-	-
	No	49	98	11	100
Total		50	100	11	100

Source: Survey 2011

Table 4.16, indicates the response of current and ex-employee respondents concerning what motivated them to join GSE in the first place.

As indicated in the table, generally about 80% of current employee respondents and 100% of ex-employee respondents strongly agree or agree in that they are motivated to join GSE to gain experience.

Regarding the salary scale as a motivator, of current employee respondents 38 % claimed to disagree and 56 % claimed to strongly disagree. Similarly, 27.3% and 63.6% of ex-employee respondents respectively claimed to "disagree" and "strongly disagree" with salary scale as a motivator to join GSE.

At the time of their recruitment about 60% of current employee and 63.7% ex-employee respondents either had other job or had option to join other organizations.

When respondents were asked to what extent they agree or not that they were motivated to join GSE because they thought of better opportunity for training and development, 50 and 26 percent of the current employees' respondents claimed to "agree" and "strongly agree" respectively. Similarly, 36.4 percent and 54.5 percent of the ex-employee respondent claimed to "agree" and "strongly agree" respectively. From the data presented here one can understand that most of the organization's skilled workers joined the organization to gain training/educational opportunity.

Table 4.16 Respondents' response on what motivated them to join GSE

What Motivated you to join GSE?															
Item	Measurement	Current Employees							Ex-employees						
			Strongly agree	Agree	neutral	Disagree	Strongly disagree	Total	Strongly agree	agree	neutral	disagree	Strongly disagree	Total	
What motivated you to join GSE?	I was motivated to join GSE to gain experience	In number	21	19	6	3	1	50	4	7	-	-	-	11	
		%	42	38	12	6	2	100	36.4	63.6	-	-	100		
	I was motivated to join GSE because of the salary scale	In number	1	1	1	19	28	50	-	-	1	3	7	11	
		%	2	2	2	38	56	100	-	-	9.1	27.3	63.6	100	
	I was motivated to join GSE because I did not have any other job	In number	4	13	3	18	12	50	2	1	1	2	5	11	
		%	8	26	6	36	24	100	18.2	9.1	9.1	18.2	45.5	100	
	I was motivated to join GSE because I thought GSE has good opportunity for training and development	In number	13	25	6	4	2	50	6	4	1	-	-	11	
		%	26	50	12	8	4	100	54.5	36.4	9.1	-	-	100	

Source: Survey 2011

As indicated in the table 4.17 below, 76% of the current employees and 72.7% ex-employees respondents' expectations have not been met after joining the organization. It can indicate that one of the reasons for resigning is the difference between the expectation of the employee and the actual situation in the organization. The more accurate an employee's expectation before entering a new job, the more likely that employee feel satisfied after he/she learns the real situation from actual experience.

Table 4.17 Respondents' achievement of their expectation

Achievement of Expectation					
Item	Measurement	Current Employees		Ex-employees	
		Number	%	Number	%
After joining GSE, were your Expectation met?	Yes	12	24	3	27.3
	No	38	76	8	72.7
Total		50	100	11	100

Source: Survey 2011

As indicated in table 4.18, 91% of the current employees and 72.7% of ex-employee respondents, have got short, medium, and/or long-term trainings that were provided by GSE. From this data one can observe that employees were encouraged to develop their skills with short, medium and/or long-term trainings.

However, as the researcher observed from documents of the organization and Addis Ababa University, at present getting master's program opportunity by GSE is very difficult and costly. That is, on the one hand since the current Addis Ababa University's regular master's program plan is basically for instructors of higher educational institutions and hence it is difficult to get regular master's program in this University. On the other hand, if one employee has got a chanceto study his/her master's program abroad (basically Netherlands), according to the circular issued by the management (dated Miazia30, 2012 E.C), he/she expected to bring around 27,530 Euro

(or Br.614, 000; as of Dec2, 2011 exchange rate) guarantor to sign contract agreement with the organization. Since training is one of the basic motivating factors to join GSE and stay longer, as to the researcher this amount of training contract agreement fee is too much and can de-motivate the training/development of employees; and hence, he believes that it aggravates the turnover of skilled employees.

Table4.18 Respondents’ view towards Training and Development

Have you got Training and/or Development?					
Item	Measurement	Current Employees		Ex-employees	
		In Number	In %	In Number	In %
Has GSE had ever provided you with any training?	YES	46	92	8	72.7
	NO	4	8	3	27.3
Total		50	100	11	100.0

Source: Survey 2011

Data in the Figure V shows that from the total 50 current employees respondents n=27 (54 %) are not satisfied by GSE, and have plan to terminate, n=20 (40 %) respondents’ response indicate that they are not satisfied by GSE, but do not intend to terminate, and the remaining n=3 (6 %) respondents indicated that they are satisfied by GSE and have no intention to terminate.

From this data the student researcher has clearly understands that, large number of skilled employees’ of Geological Survey of Ethiopia have a plan to quit and are seeking doors through which to leave their organization. If the reasons are not identified accurately and immediate remedial solution is not given, Geological Survey of Ethiopia may lose its high number of experienced work force within a short period of time.

Figure V Showing Intention of employees to leave GSE



Source: Survey 2011

In table 4.19 below from the total of 50 current skilled employees respondents n=4 (8 %) of the respondents' response indicate that they stay at the current organization due to pension/ age consideration, n=3 (6 %) of respondents' response shows that they stay due to labour market/ employment problem or lack of other opportunity, n=21 (42%) of respondents response shows that they stay at GSE to get work experience and educational opportunity, n=19 (38 %) of respondents are actually searching for other better organization till that they stay in the organization and n=3(6%) satisfied by their current organization and hence they stayed here.

The above data implies that large number of skilled workers (i.e. about 80%) stay in Geological Survey of Ethiopia is to get practical work experience in the organization and till they get other employment opportunity outside. Therefore, unless employer (the organization) assesses the labour market situation continuously and creates external equity in the organization, it is clear that most of the current skilled employees might quit in the near future.

Table 4.19 Respondents' reasons to stay in GSE profile

Reasons to Stay in GSE			
Item	Measurement	Current Employees	
		Number	%
Why do you stay in GSE?	Because I am satisfied by the organization	3	6
	I am not satisfied by the organization, hence I am searching for other job	21	42
	Due to pension/ age consideration	4	8
	To get more practical work experience/training opportunity in my field	19	38
	Due to labour markets employment problem/I don't have other option	3	6
Total		50	100

Source: Survey 2011

According to Table 4.20, generally 98 %, 72 %, 62 %, and 52 % of current employees respondents' response indicate that, dissatisfaction with salary amount, lack of educational opportunity, poor supervision/management, and Poor working condition respectively are the main (very common and common) reasons for employees turnover.

The table also shows that the highest percent (86 %) of current employee respondents agree (commonly and very commonly) that ex- employees are currently employed in similar job in the same (Mining) sector. To know the external job opportunity in the same sector, the student researcher tried to study the number of companies that are annually joining the mining sector. Accordingly, from the annual report of Mining Operation, Licensing and Administration Business Process of Ministry of Mines, the number and nationalities of investors who took Prospecting, Exploration and Mining licence are given below in table 4.21. According to the annual report of this Business Process, in the year 2010 only, these mining companies have proposed to hire 3300 work force including earth-science professionals.

Table 4.20 Respondents' reasons why employees leave GSE

Reasons why Employees Leave GSE							
	Item	Measurement	Current Employees				
			Very commonly	Commonly	Rarely	Not at all	Total
Ranks of employees turnover reasons based on the GSE's experience.	Dissatisfaction with (salary, per diem, allowance etc)	number	46	3	1	0	50
		%	92	6	2		100
	Dissatisfaction with nature of the work	number	5	9	21	15	50
		%	10	18	42	30	100
	Poor working condition	In number	10	16	13	11	50
		%	20	32	26	22	100
	Poor supervision/management	number	16	15	7	12	50
		%	32	30	14	24	100
	Dissatisfaction with co-workers	number	1	3	25	17	50
		%	2	6	50	34	100
	Living condition: Transportation problem	In number	9	9	22	10	50
		%	18	18	44	20	100
	Lack of Educational opportunity	number	14	22	8	6	50
		%	28	44	16	12	100
	Social Environment	In number	4	7	24	15	50
		%	8	14	48	30	100
	Family Condition	number	6	4	14	26	50
		%	12	8	28	52	100
	Alternatives: Starting own Business	number	6	4	29	11	50
		%	12	8	58	22	100
	Similar job in the same sector	In number	30	13	4	3	50
		%	60	26	8	6	100
	Similar job in other sector	In number	10	14	14	12	50
		%	20	28	28	24	100

Source: Survey 2011

Table4. 21 Number of companies that took Exploration and Mining licence

Licence on Prospecting, Exploration and Mining						
Item	Year of Licence issued (E.C)	Measurement	Nationalities of the Investors			
			Ethiopian	Foreign	Joint (Ethio-Foreign)	Total
Five years licence issued for Exploration and Mining	1999	In Number	–	14	12	26
		In Percent	–	53.8	46.2	100
	2010	In Number	?	30	?	57
		In Percent	?	52.6	?	?
	2011	In Number	3	47	15	65
		In Percent	4.6	72.3	23.1	100
	2012	In Number	2	28	10	40
		In Percent	5	70	25	100
	2013	In Number	7	36	13	56
		In Percent	12.5	64.3	23.2	100

Source: Five years Annual Report of Mining operation, Licensing, and Administration Process; MoM.

With regard to items in table 4.22 below, managers seeking the views of employees or employee representatives, the majority of ex-employees ("Poor"- 36.4% and "Very Poor"- 27.3%) respondents claimed that managers at GSE do not seek view of employees or employee representative.

When asked to what extent managers at GSE are good at responding to suggestion from employees and employee representative, 27.3and 45.5 percent of ex-employee respondents claimed to "poor" and "very poor" respectively.

Regarding to what extent managers at GSE are good at allowing employees or employee representatives to influence final decision, those who claim as 'Neutral', 'Poor' and 'Very Poor' are 27.3, 27.3 and 36.4 percent of ex-employee respondents respectively. Majority of ex-

employee respondents generally disagree that managers allow decision to be influenced by employees.

On the issue of managers of GSE informing employees about financial matter including Budgets, 9.1%, 36.4%, 18.2% and 27.3% of ex-employee respondents rate as Good, Neutral, Poor and Very Poor respectively.

In relation to item 5 of table 4.22, when asked to what extent that ex-employee respondents rate on managers of GSE dealing with employees honestly; 18.2 %, 27.3% and 45.5 % rate as neutral, Poor, and Very Poor respectively.

With respect to what extent ex-employee respondents rate on managers of GSE encourage employees to develop their skills; 9.1%, 27.3 %, 18.2 % and 36.4% of respondents respectively claimed to rate as Good, Neutral, Poor and Very Poor.

On the issue of managers of GSE treating employees fairly; 45.5%, 27.3% and 18.2% of ex-employee respondents rate as Neutral, Poor and Very Poor respectively.

Allowing employees to have a say in their organization makes them feel part of the organization. They feel that they have a stake in the organization they belong. However, the data in table 4.22 indicate that, the organization do not participate its employees in managerial issues including decision making process. Employee participation is one of the retention mechanisms used to reduce turnover. However, management of GSE has failed participating of its employees in decision making which could have reduced the turnover rate of the organization. From the above table, it can be inferred that the organization is highly centralized.

Table 4.22 Ex-Employees Views towards Management of GSE

How Good Managers at GSE?							
Item	Measurement	Very Good	Good	Neutral	Poor	Very Poor	Do Not Known
Seeking the views of employees/employee representatives	In Number	–	–	2	4	3	2
	In Percent	–	–	18.2	36.4	27.3	18.2
Responding to suggestions from employees/employee representatives	In Number	–	–	2	3	5	1
	In Percent	–	–	18.2	27.3	45.5	9.1
Allowing employees/employee representatives to influence final decisions	In Number	–	–	3	3	4	1
	In Percent	–	–	27.3	27.3	36.4	9.1
Informing financial matter including Budgets	In Number	–	1	4	2	3	1
	In Percent	–	9.1	36.4	18.2	27.3	9.1
Dealing with employees honestly	In Number	–	–	2	3	5	1
	In Percent	–	–	18.2	27.3	45.5	9.1
Encouraging people to develop their skills	In Number	–	1	3	2	4	1
	In Percent	–	9.1	27.3	18.2	36.4	9.1
Treating employees fairly	In Number	–	–	5	3	2	1
	In Percent	–	–	45.5	27.3	18.2	9.1

Source: Survey 2011

In table 4.23 regarding to what extent that respondents agree or disagree to feeling loyal to GSE, 45.5, 27.3, and 18.2 percent of the ex-employee respondents claim to "strongly agree", "agree" and "neutral" respectively. And only, 9.1 percent of the respondents strongly disagree in feeling loyalty to GSE.

When asked to what extent respondents agree or not of being proud of telling who they worked for, 45.5, 27.2, 18.2 and 9.1 percent of the ex-employee respondents said ‘Strongly Agree’ , ‘Agree’, ‘Neutral’ and "Strongly Disagree" respectively. From the data in the table, one can infer that most of ex-employees respondents feel proud of telling others who they worked for.

Table4. 23 Ex-Employees views towards GSE

Item	Measurement	Strongly Agree	Agree	Neutral	Disagree	Strong Disagree	Do not Known
I felt loyal to GSE	In No.	5	3	2	–	1	–
	In %	45.5	27.2	18.2	–	9.1	–
I was proud to tell who I worked for	In No	5	3	2	–	1	–
	In %	45.5	27.2	18.2	–	9.1	-

Source: Survey 2011

As indicated in table 4. 24 below, generally 81.8 (63.6 %-Poor and 18.2 %-Very Poor) percent of ex-employee respondents think that the relationship between managers and employees in GSE is poor. This result directly coincides with the views of the management body.

Table4. 24 Ex-Employees general views towards r/n ship between employees and management

Item	Measurement	Very good	Good	Neither Good nor Poor	Poor	Very Poor
General relationship between managers and employees at GSE	In Number	–	–	2	7	2
	In %	–	–	18.2	63.6	18.2

Source: Survey 2011

In relation to table 4.25, when ex-employee respondents were asked to what extent they agree or not that management has provided clear path for advancement and career development, 36.4%, 45.5%, 9.1% and 9.1% of the respondents claimed to Neutral, Disagree, Strongly Disagree and Don't known respectively.

Regarding to what extent they agree or disagree that 'management recognizes employees for their contribution'; 27.3%, 9.1%, 54.5% and 9.1% of Ex-employee respondents claimed to Neutral, Disagree, Strongly Disagree and Don't Know respectively.

The management's response to the question how the organization recognizes employees' contribution was, now the organization has no system for encouraging employees' contribution to the achievement of GSE's objective; however, the organization is on the way of implementing BSC (Balanced Score Card) .

From item 3 of table 4.25 with regard to what extent respondents agree or disagree on communication system with the management being properly laid down, most (63.6% and 18.2%) ex-employee respondents claimed to "Disagree" and "Strongly Disagree" respectively.

In relation to what extent that respondent agree or disagree on whether disciplinary procedures are properly laid down, 9.1%, 54.5%, 18.2% and 18.2% of the ex-employee respondents claimed Strongly Agree, Neutral, Disagree, and Don't Know respectively.

Regarding to what extent respondents agree or disagree on dispute/grievance handling mechanisms being good, 18.2%, 36.4%, 18.2%, 18.2% and 9.1% ex-employee respondents respectively claimed Strongly Agree, Neutral, Disagree, Strongly Disagree and Don't Know.

Table 4.25 Ex-Employees Views towards Managers of GSE

Item	Measurement	Strongly Agree	Agree	Neutral	Disagree	Strong Disagree	Do not Know	Total
Management has provided a clear path for advancement	In No.	–	–	4	5	1	1	11
	In %	–	–	36.4	45.5	9.1	9.1	100
Management recognized employees for their contribution	In No.	–	–	3	1	6	1	11
	In %	–	–	27.3	9.1	54.5	9.1	100
Communication system with management was properly laid down	In No.	–	–	1	7	2	1	11
	In %	–	–	9.1	63.6	18.2	9.1	100
Disciplinary procedures were properly laid	In No.	1	–	6	2	–	2	11
	In %	9.1	–	54.5	18.2	–	18.2	100
Dispute/grievance handling mechanisms were good	In No.	2	–	4	2	2	1	11
	In %	18.2	–	36.4	18.2	18.2	9.1	100

Source: Survey 2011

CHAPTER FIVE

5. CONCLUSION AND RECOMMENDATION

5.1. CONCLUSION

Form the data analysis under chapter four, the student researcher has reached at the following conclusions.

- There is high rate technical skilled employees' turnover within year between 2010 and 2013 E.C.
- On top of this, within the above years as compared to the employed, most of the leavers have better qualification and have much better years of work experience.
- Management of the organization is aware of the high skilled manpower turnover it is facing but has only associated the cause mainly to the poor compensation system the organization has.
- Overall the training and development opportunity given to the employees were good; however, currently it is difficult to continue post-graduate studies in and outside of the country.
- The impact of skilled employee's turnover in this paper is seen from five basic angles such as; recruitment cost, cost for training of the new hire geoscientists and other costs such as dissolving of intended projects ,poor and inadequate Geo-science data for investors, and psychological impacts on the remaining skilled employees.
- All of the respondents; the management body, current employees, and ex-employees believe that the compensation system and benefit packages of the organization are very low and unattractive as compared to the market.

- In addition to that, in the organization, there is no exit-interview when one employee leaves the organization and has no special employee retention policy and strategy.
- The organization's skilled manpower turnover is associated to a number of factors other than the poor compensation system it has.
- Organization has a poor communication system and the relationship between managers and employees in GSE is at very low level.
- Though the expectations of 76% of current employees and 72.7% of the ex-employee respondents have not been met after joining the organization, most of current employees (54%) and ex-employees (63.6%) are/were satisfied with the work they have/had in GSE.
- Another important output is about skilled employee's intention to quit their current organization. The result shows that from the total current employee respondents, 42 % are not satisfied by GSE and currently they are searching for other organizations ; other 38% stayed in the organization to get more work experience and/or to get educational opportunity in their respective field of study and only 6% are satisfied and stayed in GSE.

5.2 Recommendation

On the basis of the findings derived and conclusions drawn with regard to the skilled manpower turnover in Geological Survey of Ethiopia, the following recommendations are made with the hope that implementation would alleviate or reduce the problems identified.

- ❖ Since the current work environment is too dynamic, the employer organization (GSE) should have to revise its salary scale according to market as soon as possible. If the organization doesn't take immediate corrective action by dealing with the concerned governmental bodies, it may lose most of its skilled workers and may be forced to close some of its departments.
- ❖ The organization should attach reward systems and performance so that top performers can be rewarded better than others to motivate and retain them.
- ❖ The organization should revise its training /development contract agreement policy (which was issued by the management as of Miazia 30, 2012 E.C), to balance the interest of both the organization and the employees.
- ❖ As much as possible the organization should facilitate postgraduate program opportunity to junior Geoscientists by getting agreement with ministry of education and local universities such as Addis Ababa University and Mekele University. With this it can increase the retention rate through well-developed training/development programs.
- ❖ The organization should implement formal orientation and exit interview program. How organization recruit and how they provide orientation in the first days on the job can be of crucial importance to keeping workers over the longer term. The organization should give new employees orientation with regard to their work, work group and organization culture during recruitment. Providing the candidate with enough information helps to make decision about whether it is the right workplace for him/her.
- ❖ Without proper communication, many of the employee retention mechanisms would be difficult to implement, or it would at least be difficult to implement them with the goal of retaining employees. Therefore, the management of GSE should work on communicating its intentions, programs and benefits to the employees effectively. Retaining of employees fundamentally depend on a sound approach to communicating with employees.

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ANNEX

Addis Ababa University

Faculty of Business and

Economics

Department of Public Administration and development Management

The purpose of this questionnaire is exclusively for academic purpose as a requirement for MA Degree in Public management and policy.

You have been selected to participate in this research to provide your valued insight. Please use a thick (✓) mark and put the answer on the space provided. All information that you provide will be treated confidentially.

NB.

- No need of writing your name;
- Please respond as accurately as possible and at your earliest possible time.

Thank you in advance for taking your time to fill this questionnaire!

Questionnaire to be filled by skilled Employees of GSE

1. Personal Profile

- 1.1. Sex : Male Female
- 1.2. Age : 18-25 yrs 26-35yrs 36-40 yrs more than 40
- 1.3. Marital Status Single Married
- 1.4. Educational Level :
- | | | | |
|---------|--------------------------|-------------|--------------------------|
| Diploma | <input type="checkbox"/> | BSC/ BED/BA | <input type="checkbox"/> |
| MSc/MA | <input type="checkbox"/> | PhD | <input type="checkbox"/> |
| Other | _____ | | |
- 1.5 Work experience in GSE
- | | | | |
|------------------|--------------------------|---------------|--------------------------|
| Less than 1 year | <input type="checkbox"/> | 2 – 5 year | <input type="checkbox"/> |
| 1- 2 year | <input type="checkbox"/> | above 10 year | <input type="checkbox"/> |
| 5- 10 year | <input type="checkbox"/> | | |

1.6 Total work experience including that were done in other organizations (if any)

Less than 1 year 5-10 years
1-2 years more than 10 years.
2-5 years

1.7 What is Your Business Process/Centre in the GSE? _____

1.8 What is Your current position in GSE

Junior level Middle level
Senior level other _____

2. Specific Questions about Your Job

2.1- Are you satisfied with the work you have?

Yes No

2.2 If your answer is No, why is it?

Job is Monotonous

Job is Mechanistic

I feel that what I contribute is less

I feel that I am not contributing to GSE's Objective

Other _____

2.3 Did you receive information about your job, the organization's objective and mission, etc during recruitment?

Yes No

2.4 Do you think that orientation is necessary after placement for newly employed?

Yes No

2.5 Are you satisfied with the amount of pay you get?

Yes No

2.6 To what extent do you agree or disagree with the following statements about joining Geological Survey of Ethiopia (GSE)? (tick one box in each row)

Content	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I was motivated to join GSE to gain experience					
I was motivated to join GSE because of the salary scale					
I was motivated to join GSE because I did not have any other job					
I was motivated to join GSE because I thought GSE has good opportunity for training and development					

Other(specify)_____

2.7 After joining GSE, were your expectations met?

Yes No

2.8 Have you had any training in GSE?

Yes No

2.9. What is your feeling towards turnover (leaving GSE)?

I am satisfied by the organization (GSE) and I have no intention to terminate

I am not satisfied by the organization (GSE), but I have no intention to terminate

I am not satisfied by the organization GSE), and I have plan to terminate

2.10. Why do you stay in the current organization (GSE)?

Because I am satisfied by the organization

I am not satisfied by the organization; hence I am searching for other job

Due to pension/ age consideration

To get more practical work experience in my field

Due to labor markets employment problem/I don't have other option

Other_____

2.11 Rank the following employee turnover reasons based up on your organization experience.

4= Very Commonly 3= Commonly 2= Rarely 1= Not at all

Sn.	Reasons for employee turnover	Ranks			
		4	3	2	1
A	Dissatisfaction with;				
1	Wage(salary, per diem, and other benefits,) amount				
2	Nature of the work (like hardship in the field...)				
3	Poor Working condition				
4	Poor Supervision /management				
5	Co-workers				
B	Living Condition;				
1	Transportation				
2	Lack Educational opportunity				
3	Social environment				
4	Family condition				
C	Alternatives;				
1	Starting own business				
2	Similar job: in the same(mining) sector				
3	Similar job: in other sector				

2.12 If you have intention to leave the organization, what reasons motivate you to leave GSE?

(Rank them in priority)

1st _____

2nd _____

3rd _____

4th _____

5th _____

6th _____

2.13 Any point you want to say about turnover in your organization (GSE).

Thank you for your cooperation!!

**Addis Ababa University
School of Commerce
MA Program**

Questionnaire to be Filled by Ex-Employees of Geological Survey of Ethiopia (GSE)

You are being invited to participate in a research study about employee turnover on Geological Survey of Ethiopia. The objective of this research project is to attempt to understand why skilled employees (technical staffs) leave their organization.

There are no costs for participating in the study. In order for the survey to give a true picture your genuine response will have a great impact. So feel free and respond to the questions in the way you really feel.

1. BACKGROUND INFORMATION

1.1- Your age Group

18- 25 years 36 - 40 years

26 - 35 years Above 40 years

1.2- Sex

Male Female

1.3- Marital Status

Married Single

1.4- Qualification

Diploma MSc/MA
BSc/BA PhD other _____

1.5- How many years in total have you worked in GSE?

(Tick One Box Only)

Less than 1 Year 2 to less than 5 years 10 years or more
1 to less than 2 years 5 to less than 10 years

1.6- Including the experience you have in GSE, how many years of service you have in total?

(Tick One Box Only)

Less than 1 Year 2 - 5 years more than 10 years

1-2 years 5 - 10 years

2. ABOUT YOUR JOB

2.1- Were you satisfied with your work?

Yes No

2.2-If your answer is No, why was it?

- Job is Monotonous
- Job is Mechanistic
- I feel that what I contribute is less
- I feel that I am not contributing to GSE's Objective

2.3-Did you receive information as to your job, objective and mission, etc during recruitment?

Yes No

2.4-Do you think that orientation is necessary after placement for newly employed?

Yes No

2.5-Were you satisfied with the amount of pay you get?

Yes No

2.6- To what extent do you agree or disagree with the following statements about joining GSE?

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I was motivated to join GSE for gain of experience	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was motivated to join GSE because of the salary scale	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was motivated to join GSE because I did not have any other job	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was motivated to join GSE because I thought GSE has good opportunity for training and development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.7-After joining GSE, were your expectation met?

Yes No

3. ABOUT YOUR WORK PLACE

3.1-Have you ever had any training in GSE?

Yes No

3.2-how good would you say managers at GSE were at

Tick One Box in Each Row

Very Good Good Neutral Poor Very Poor Do not Know

-Seeking the views of employees/employee representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-Responding to suggestions from employees / employee representatives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-Allowing employees/employees representatives to influence final decision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-Informing Financial matters including budgets	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-Dealing with employees honestly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-Encouraging people to develop their skills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
-Treating employees fairly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. YOUR VIEW ON WORKING IN GSE

4.1-To what extent do you agree or disagree with the following statements about working in GSE? *Tick One Box in Each Row*

Strongly Agree Agree Neutral Disagree Strongly Disagree Do not Know

I felt loyal to GSE	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was proud to tell who I worked for	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.2-In general, how would you describe relations between managers and employees at GSE?
Tick One Box Only

Very good Good Neither Good nor Poor Poor Very poor

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

4.3-To what extent do you agree or disagree with the following statements about working in GSE? (Tick One Box in Each Row)

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Do not Know
Management has provided a clear path for advancement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management recognized employees for their contribution	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Communication system with management was properly laid down	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Disciplinary procedures were properly laid	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dispute/grievance handling mechanisms were Good	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.4- Which of the following reasons motivate you to leave GSE? (Rank them in priority; 1st, 2nd, 3rd, ...)

- _____ Poor Compensation (salary, per Diem, and other benefits) System
- _____ Poor leadership and communication system
- _____ Poor Training and development opportunity
- _____ Job Dissatisfaction
- _____ Seek of better job opportunity
- _____ Low social and interpersonal relationship
- _____ Lack of feeling of belongingness in GSE
- _____ OTHER (please-mention) _____

4.5 If you have anything to say about turnover in GSE ,

Thank You for Your Cooperation!!

Interview Questions designed to be made with the Management Body of Geological Survey of Ethiopia

The purpose of this Interview is exclusively for academic purpose as a requirement for MA in HRM. The Interview will be made with the concerned managers to assess whether the organization is aware of about the existence of turnover ,rates , causes and costs of the employee turnover and retention mechanism followed(if any) to reduce the turnover ratio.

I General questions

1. Do you feel that the turnover of skilled manpower from the organization is a serious problem?
2. What is your view about the intensity labour turnover?
3. Is there exit interview made by the organization during employee resignation?
- 4 . If exit interview was made, what possible reasons mentioned for employee resignation?
5. If exit interview was not made, what possible reasons can be mentioned for employee resignation?
6. Do you feel that employees of GSE earn adequate financial compensation and other benefits when compared to the market?
7. How do you perceive training and development opportunity of Geoscientists?
8. Do you feel that there exists equal opportunity of promotion for all employees of the organization?
9. How does GSE recognize employee contribution?
10. How do you characterize communication system between management and employees at different level of the organization?

11. Do you give employees orientation during recruitment time?

II Question related to costs of Turnover

1-For recruitment, which media do you use to notify potential candidates for vacancies.(only for HRM staffs)

- A. Newspaper
- B. Television
- C. Radio
- D. Other_____

2-What is the estimated average cost per year for the media used? .(only for HRM staffs)

3-what are other costs included in determining the cost of turnover?

4- What other effects (other than monetary cost) employees' turnover creates on the organization?

III Question related to Retention Mechanism

1. Is there system for the management to encourage employees to stay longer in the organization? what are the mechanisms?

2-If GSE is not currently taking any measures, what mechanism is the organization is planning to take?

Thank you for your cooperation!