



**DETERMINANTS OF EMPLOYEE RETENTION IN AWASH
WINE S.C**

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**A thesis submitted to School of Graduate Studies of Addis Ababa
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This is to certify that this thesis entitled as “**DETERMINANTS OF EMPLOYEE RETENTION IN AWASH WINE S.C.**”, submitted in partial fulfillment of the requirements for the degree of Master of Arts in Business Leadership to the School of Commerce of Addis Ababa University, done by Eyoab Habte is an authentic work carried out by him under our guidance. The theme embedded in this thesis has not been submitted earlier for the award of any degree or diploma in any other university to the best of our knowledge.

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DECLARATION

I, Eyoab Habte, declare that this work entitled “**DETERMINANTS OF EMPLOYEE RETENTION IN AWASH WINE S.C**”, is the outcome of my own effort and study and that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of my Research Advisor. This study has not been submitted for any degree in this University or any other University. It is offered for the partial fulfillment of the degree of Master of Arts in Business Leadership.

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STATEMENT OF CERTIFICATION

This is to certify that EYOAB HABTE has carried out his research work on the topic entitled **“DETERMINANTS OF EMPLOYEE RETENTION IN AWASH WINE S.C”** The work is original in nature and is suitable for the award of master’s degree in Business Leadership.

Research Advisor: Abraraw Chane (PhD)

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ABSTRACT

A study was carried out with the goal of evaluating the determinants of employee retention. The study's population consisted of Awash Wine S. C's white-collar manager and non-manager employees. In order to collect quantitative data, the researcher employed census technique to select participants of the study. Data was collected using a self-rating questionnaire disseminated online through Google Forms. Cronbach's alpha was used to test the reliability of the Multifactor Questionnaire and employee retention items' validity and reliability. Descriptive statistics, inferential statistics, two-tailed Pearson correlation, and regression analysis were used in the study. The study indicated that management / leadership is the highest determinant factor that makes employees want to stay at Awash Wine S.C. The regression results also revealed management / leadership affects employee motivation at Awash Wine S.C, followed by work life balance, corporate culture, and development opportunities. Work environment is the least among the determinants of employee retention which has no impact on employee's retention in Awash Wine S.C.

LIST OF ABBRIVIATIONS (ACRONYM)

AWSC – Awash Wine S.C.

WLB – Work Life Balance

WE – Work Environment

ML – Management / Leadership

CC – Corporate Culture

DO – Development Opportunities

ER – Employee Retention

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CHAPTER ONE

INTRODUCTION

This chapter presents a general background of the study, background of the organization, objective of the study as well as statement of the problem. The chapter further describes basic research questions, general and specific objectives, significance of the study, scope of the study, limitation of the study, definition of terms and organization of the paper.

1.1 Background of the Study

Employees are organization's most valuable asset. Their importance to the enterprise requires not only the recruitment of the best talent, but also their long-term retention. Employee retention is one of the major problems faced by employers due to lack of skills and employee turnover. This is seen as a significant challenge for the organization. Historically, many organizations have relied heavily on two traditional revenue management strategies. First, they increased their salaries, and second, they increased their education budget when the first strategy went wrong (Weinberg, 1997). Employee retention is the skill to stick to employees who want to stay longer than their rivals (Johnson, 2000). Therefore, retention is said to be considered a long-term relationship or commitment between an employee and the employer. Employee retention is an important tool for improving the company's performance. This is essential to a company's continued success (Mak and Socket, 1999). Companies cannot take advantage of human capital development if they cannot retain employees within the organization (Shekshnia, p. 1994). The general unit of an organization's workforce strategy is employee retention. This starts with recruiting the proper people for the company and continues to execute programs to maintain employee participation and involvement (Freyermuth, 2007). According to a survey conducted by Raikes & Vernier (2004), employee retention is seen as one of the key strategies for financial success. It is well known that hiring talented employees is essential for any organization, but maintaining its employees is a bigger challenge. This is due to the huge capital spending on recruiting, selecting, teaching, and training new employees. The costs of doing so are defined as "orientation costs, recruitment costs and training costs, reduced productivity until new employees acquire knowledge and expertise in the field, and loss of loyal customers engaged in quitting employees." Will be (Kay, 2000). These days, human capital is becoming more important because organizations can gain a competitive

advantage through their uniqueness (Holland et al. 2007). Therefore, this study explores common factors such as development opportunities, work-life balance, management / leadership, work environment, and corporate culture.

1.2 Statement of the Problem

In today's competitive environment, employees leave the organization for a variety of reasons. In today's business environment, employee knowledge is critical to gaining a competitive advantage (Hall, 1993). The organization seeks to retain the best employees. The significance of HR and its retention is first explained due to shortage of resources. Second, companies compete for the most clever and talented employees for their organizations (Chambers et. Al., 1998), and finally, turnover also destroy customer trust in the company. (Koys, 2001). Customers don't want to tell new employees their needs. Therefore, it is advisable to retain employees who can retain their customers. In a highly competitive environment, it is very difficult to retain skilled workers. Top management and HR spend a great deal of time, money, and effort to find ways to retain their employees and gain a competitive advantage (Bartlett & Ghoshal, 2013). To retain employees training efforts are also used (Chen, 2014). For this reason, it's important to understand employee retention. Organizations want to retain employees not because they are forced, but because they want to stay. But what are the reasons that make them "want to stay"? Which factors can lead to commitment? Many studies have identified various factors that can lead to employee turnover if not properly managed. Various studies have been conducted on the determinants of employee retention from both employee and employer perspectives.

Awash wine is one of the most leading companies on introducing wine in Ethiopia. In Ethiopia, there is a proud tradition of wine making that stretches unbroken to the reign of Queen of Sheba and beyond. Two Greek and Italian families initiated in 1943 GC (1936 EC) the two ventures were nationalized in 1973 and regrouped in one entity that was named Awash Wine.

Established in 1956, Awash Wine is Ethiopia's oldest established wine maker. Since that time the company grown to be one of the country's most preferred brands- a market leader that is interwoven with the cultural fabric of the country. In September 2013, 8 Miles LLP, a private equity fund chaired by Sir Bob Geldof and Mulugeta Tesfakiros, an Ethiopian entrepreneur, became the company owners. Since then, substantial investments have been made to enhance

facilities and further improve excellence. These days, Awash Wine S.C. leads the Ethiopian wine market. (Muluken, 2021)

Awash wine has two types of employees, the white-collars, and the blue-collars. White-collar workers are known as suit-and-tie workers who work in offices and often avoid physical labor. The blue-collar stereotype refers to any worker who engages in hard manual labor, such as maintenance and labor workers. The turnover rate is high on white collar employees than the blue-collar employees. From the white-collar employees, the turnover rate is high on employees working on top management level.

As a general rule, employees retention rates of 90% percent or higher are considered good and a company should aim for turnover rate of 10% or less. It costs 33% of a worker's annual salary to replace employees if they leave. How long you stay at a job depends on that workplace and your career goals. During your time working for a company, one of your goals will likely be to get promoted or experience a lateral move to a new role. If your current employer does not have the resources and availability to support this, it may be time to take your talents, experience, and knowledge to another company.

Experts agree that you should stay at your place of employment for a minimum of two years. It's enough time to learn new skills and build your qualifications, while short enough to show that you value growing in your career. Starting from the year 2018 to 2022, blue collar employees specially on top level management left Awash Wine S.C significantly. The turnover rate with these specific years was around 46.6% which is not a good number. As a general rule, employee retention rates Of 90% or higher are considered good and a company should aim for a turnover rate of 10% or less.

Various researches have been conducted regarding the determinants of employee retention both from employees and employers' perspective, however the focus of this research paper will be from employee's perspective. This research will try to find out what an employee considers important to retain him/her in Awash Wine S.C. Many researchers have challenged the conventional wisdom of the people that good salary only keeps employees retained. But all different researchers have worked to analyze the impact or influence of non-monetary variables which this study tries to address too.

1.3 Research Questions

The research tried to address the following main questions

1. What are the determinants of employee retention in Awash Wine S.C?
2. Which determinants contributes the most to the retention of Awash Wine S.C employees?
3. What is the relationship between employee retention and its determinants in Awash Wine S.C?
4. What is the level of employee retention in Awash Wine S.C?

1.4 Research Objectives

1.4.1 General Objectives

The general objective of the study is to identify the determinant of employee retention in the case of Awash Wine S.C.

1.4.2 Specific Objectives

The specific objectives of the research paper are

1. To examine the main determinants of employee retention in Awash Wine S.C.
2. To identify the most important factor to retain employees of Awash Wine S.C.
3. To identify the relation ship between employee retention and its determinants in Awash Wine S.C..
4. To assess the level of employee retention in Awash Wine S.C.

1.5 Definition of Terms

1.5.1 Conceptual Definition

Employee Retention: Employee retention is the skill to stick to employees who want to stay longer than their rivals. It is also said to be considered a long-term relationship or commitment between an employee and the employer. (Johnson, 2000).

Employees: are individuals who work part-time or full-time under the terms of a contract or employment, whether oral or written, express or implied, and who have recognized rights and responsibilities.

Employee or Worker means a person who has an employment relationship with the employer accordance with Article 4 of Ethiopian labor proclamation, Federal Negarit Gazeta, (2004).

1.6 Significance of the Study

This research paper is important for the following reasons

- It can be used academically to obtain further knowledge about the determinants of employee retention.
- It can help Awash Wine S.C as an input to see its practice of employee retention and make improvement.
- It can be used as a reference for other researchers and other interested individuals who want to study Determinants of employee retention and other related topics.

1.7 Scope of the Study

1.7.1 Theoretical Scope

From the theoretical review, only development opportunities, work life balance, management/leadership, work environment and corporate culture were considered as the determinants of employee retention. Other determinants of employee retention were excluded from this study.

1.7.2 Geographical Scope

The population of the study was delimited to white collars of Awash Wine S.C. The researcher selected white collar employees because the turnover rate of labor workers is very low, and it has a little impact on the business.

1.7.3 Methodological Scope

The study used both descriptive and explanatory research methods and included data collection from the participants of the study through questionnaire that will be distributed and administered to them. The research will rely on quantitative and qualitative approach. In terms of sampling, this research will be carried out by using nonprobability sampling technique i.e., convenience sampling method for selecting the respondents.

1.8 Limitation of the Study

According to Simon, K.& Goes, J. (2013) limitations are issues and incidents that raise in a study which are out of the researcher's control. Each study, no matter how well it is accompanied and designed, there are limitation. For this specific research the limitations were that the study was conducted considering only white-collar employees. this has limited the generalization of the finding to the blue-collar workers of Awash Wine S.C. The study did not consider other determinants of employee retention i.e., employees' attitude, job security, health insurance, loan facility, compensation, autonomy and so on.

1.9 Organization of the Study

The study comprised five main chapters. Chapter one is the general introduction covering the background of the study, the statement of the problem, the objectives, signification, scope, limitation and how the research was organized. Chapter two is concerned with the review of related literature on employee retention determinants. Chapter three provided the methodology applied to achieve the research objectives including primary data and method of analysis. Chapter four covered the analysis and presentation of data. This chapter discussed the result obtained in accordance with the research questions. Finally, chapter five is concerned with conclusions of the finding and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Review

2.1.1 Employee Retention

Employee retention was emphasized from the beginning in Price and Mueller's (1986) employee retention model (Bruce, 2003). This theory seems to suggest that management retention efforts need to consider the higher needs of employees in addition to the needs of their work context. This is in line with Herzberg's (1959) two-factor motivational theory, which divides employee needs into intrinsic and extrinsic needs (Mullins, 2010).

In the 1970s, employee retention became very important. This is because SMEs have emerged more and more as competitive employers offering viable employment opportunities at the time (Coff, 1997). This has led to an increase in job changes and voluntary turnovers, and organizations have begun to feel the impact of higher voluntary turnover rates. In addition, the power of the paternal "as-is" employer-employee relationship has also shifted from employer to employee, encouraging the development of appropriate management tools, employee retention (Connel & Philip, 2002). In this earliest and simplest form, employee retention was a simple answer to how employers could stop the flow. Early Stepson employee retention focused primarily on compensation, profits, and the physical aspects of the working environment, with some attempts to make existing relationships better and more comfortable for employees. It was (Allan & Sienko, 1997). Alain and Sienko also pointed out that from the late 1980s to the early 1990s, both employers and employees were increasingly aware that employee retention was more than a hygienic factor. Since then, employers have paid attention to other employee needs such as organizational factors, workforce factors, performance factors, job satisfaction, and engagement to ensure a high employee retention rate within the organization. (Woodroffe, 1999).

According to Merin (2021), Employee retention has long been recognized as one of the most effective ways to ensure the presence of diligent and worthy employees. It is also worth noting when it comes to maintaining the productivity of a company. This saves the company thousands of dollars in sales and keeps employees from demoralizing. There are many goals that can be achieved through employee retention strategies, but the most important are:

1. To minimize turnover hassles, including turn over expenses, and
2. Boost company confidence

High employee turnover is becoming an increasingly important issue for the company's performance. This is due to the massive losses in terms of the company's economic and social capital. It harms individuals as well as organizations, causing enormous setbacks and wasted resources. Therefore, economists are always looking for employee retention theories to support both parties. Employers and employees are happy. The most important theories so far are:

1. The Theory of Organizational Equilibrium (TOE)
2. The Social Exchange Theory
3. The Job Embeddedness Theory
4. Herzberg's Two-Factor Motivation-Hygiene Theory
5. The Resource-Based View
6. The Equity Theory
7. The Human Capital Theory

These theories were developed in light of the fact that the causes of employee turnover are diverse and subjective. Most of these causes come from problems with future job growth, dissatisfaction with work, and lack of prospects for unemployment.

In addition, it is important to understand that there are both internal and external factors (such as team dynamics) and external factors (such as the labor market). To increase employee retention, it's important for companies to practice different theories and understand what works best for them. Correct application of these theories will definitely improve work satisfaction and organizational productivity.

Retaining talented and qualified employees is a challenge for most companies. Therefore, researchers in the area of employee retention have developed a range of employee retention programs and theories to help organizations retain employees through personnel procedures. This is achieved through personnel practices. These are developed with the goal of developing best practices that companies can use to retain their employees.

1. The Theory of Organizational Equilibrium (TOE)

The Barnard-Simon Theory of Organizational Equilibrium is considered as the first formal theory on turnover retention and gives a wide understanding of the employee retention importance. This

theory postulates that an individual will continue in an organization as long as their perceived contribution in an organization, and the organization's perceived contribution to their life, is at par. According to TOE, job satisfaction depends on the following factors:

- a. Compatibility with one's various roles at the company
- b. Predictability of one's relationships in the office, and
- c. Conformity of oneself image with their job

Thus, as long as the work-related goals, and personal goals of an individual are non-competing, employee retention rates will be satisfactory.

2. The Social Exchange Theory

The Social Exchange Theory argues that employees leave when there is a breach in the terms of exchange. These are either explicit or implicit and are agreed upon by the employer and the employee. The attributes of goods exchanged can be physical (such as money for service) or quality attributes like trust, loyalty, commitment, etc.

Therefore, when a set of negotiated rules of obligation is not upheld by the employer, it leads to a lowered job performance. This employee retention theory also focuses on how strong social ties within an organization encourages people to stay longer and grants more satisfied employees.

So, a simple way to avoid undesired turnover in such cases would be to activate management to respect and uphold rules that are agreed upon. It would also be wise to encourage healthy and productive team dynamics that extend beyond the office.

3. The Job Embeddedness Theory

Employee retention benefits can be seen when motivated employees who feel connected to the social and professional space within the organization, show a lesser tendency to leave. The Job Embeddedness Theory postulates that as long as employees feel embedded in the communities that they belong to, they will continue as valuable members of the organization.

Community integration often depends on the following factors:

- Linkages such as colleagues, relatives, and friends
- Individual factors, such as personal values and aspirations, knowledge, skills, etc.
- Organizational factors, mostly job requirement and company culture, and
- Other factors, such as entertainment activities, climate, etc.

Thus, employee retention strategies should focus on enhancing these parameters and maintain the sense of embeddedness in employees.

4. Herzberg's Two-Factor Motivation-Hygiene Theory

Proposed by Frederick Herzberg in 1959, this theory postulates that there are two different sets of factors that are responsible for employee motivation and employee satisfaction. These factors are:

Motivational factors: These are factors that encourage an employee to work harder. They include:

- promotion opportunities
- opportunities for personal growth
- achievements
- recognition, etc.

Hygiene Factors: While these won't incentivize employees to work harder, their absence causes employee dissatisfaction. These include:

- quality of supervision
- pay
- company policies
- physical working conditions, etc.

Retention strategies would thus involve taking care of both sets of factors, so that talented employees receive the recognition they deserve, and are rewarded for their efforts. A positive relationship with management, as well as liking of the leadership style are also important factors.

5. The Resource-Based View

A company has an edge over its competitors when it has resources that are rare, valuable, and costly to imitate. Being part of such organizations mean that the employees can satisfy customers better while having superior profits. One of a major employee retention theory, the Resource-Based theory argues that when employees are able to be more useful to their clients, it makes them feel good about their position, and their company. Studies on employees has shown that as long as their contribution is regarded as special and valuable, employees are not likely to leave. As such, retention issues can be solved by ensuring that employees feel their skills are valuable and add to the company.

6. The Equity Theory

The Equity Theory is based on the notion that employees expect equity in rewards, for the amount of effort they put in. They have a sense of being wronged if the outcome of their effort is less than satisfactory. This sense is strengthened if reference groups such as colleagues and relatives are

privity to such positive reinforcements. This theory also moves to argue that employers tend to act for the restoration of inequity.

Thus, if an employee feels undervalued and a sense of inequity, he or she will act towards its restoration by working less. Therefore, efforts to maintain an inequitable work environment can be the retention strategy employed in such cases.

7. The Human Capital Theory

The Human Capital Theory focuses on the individual education, training, and development of employees. It postulates that advancements in these fields are incremental in increasing the productivity of an individual, leading to increased productivity in the company.

Thus, investment in the future studies and training of employees would lead to a form of Return on Investment (ROI) that would be beneficial to both the parties, i.e., the employer and the employee.

2.1.2 Employee need

According to Barja Deepon Roy (2021), there are several factors that must be present in an organization for workers to be happy and encouraged at work. They're so essential to a hand's well-being that they form the base for hand provocation, engagement, and retention.

Organizations tend to suffer high development, dissatisfaction, and general negativity if they warrant the factors which needs to be present. Their unfriendliness to workers spreads, harming their character and their brand.

Implicit workers, especially people who have the chops and experience that employers want, tend to gravitate to employers of choice. They will not waste their time considering an employer who has a bad character for how their workers are watched for and treated. Employees need positive work culture, genuine recognition for the work they do, work – life balance fulfillment. They also need a work environment where they feel trusted and respected, openness shared by the employer and the employees, feedback to improve their performance and so on. (Barja Deepon Roy, 2021).

2.1.3 Factors Affecting Employee Retention

Employee retention is generally "employee's intent to continue their current job" (Huang et al., 2006). This is when employees are encouraged to stay in the organization for long periods of time or until the ongoing project is completed (Bidisha, 2013). Therefore, as suggested by Govaerts et al. (2010), the survival of a company depends heavily on their human resources and it is as important requirement for an organization to retain these talents (Horwitz et al., 2003). Then (George, 2015; Moncarz et al., 2009; Kossivi et al., 2016; Umamaheswari and Krishnan, 2013); stated that compensation, work-life balance, leadership/management, corporate culture, work environment and development opportunities are commonly identified factors affecting employee retention.

2.1.3.1 Work Life Balance

Work is an important part of one's career identity but balancing it with the non-work activities can be challenging. The maintenance of balance between one's work and varied facets of life has become a source of increasing public concern in recent years, as more employees understand the need for what is now commonly known as "work-life balance." The discourse on work-life balance (WLB) commenced in the 1990s (Lewis et al., 2007), and since then, it has witnessed profound changes in terms of social, demographic and workplace advancements. Karkoulian (et al., 2016); Rashmi and Kataria, (2021); Shabir and Gani, (2020) stated that these advancements have been made in response to the below major points

1. Profound changes in the labor market,
2. Modification of gender roles,
3. More contribution of women in the labor force
4. Augmented prevalence of dual-earner couples
5. Single parents in the workforce,
6. Longer working hours,
7. 24/7 communication technology obscuring the lines between work and non-work, and
8. Increasing desire for the quality of life

After all these changes co-occurring concurrently, the responsibilities of people toward their work and personal life have increased resulting in an upsurge in work-life "imbalance. "Consequently, for individuals are now more concerned in modern society and the notion of WLB has become a critical issue (Akanji et al., 2020b; Le et al., 2020).

In recent years, there has been an improved interest in work family interface in the human resource management literature, about the sources and outcomes of conflict between these two spheres. Different studies have addressed this issue from different perspectives. Greenhaus and Beutell (1985) and Greenhaus et al. (1989) examined the antecedents of conflict between family and work. Goodstein (1994) and Ingram and Simons (1995) presented an institutional perspective on organizations' responses to work-family issues. In addition, Campbell, Campbell, and Kennard (1994) have studied the effects of family responsibilities on the work commitment and job performance of women. The work-family issue is even further extended to deal with the connection of business-marriage partners (Foley & Powell, 1997).

Rebecca Bundhun quotes in —The National (2009), an Abu Dhabi National Paper stating that —” Women and men generally have a different perception of what the "life" part of the balance involves”. She explained that for women it tends to be dedicating more time to family, while for men it is spending more time chasing personal interests. She also quoted the paper of Dr Katty Marmenout, a research fellow at the INSEAD School in Abu Dhabi with his words that —work-life balance is not simply about equally dividing the time spent on one's work and personal life but establishing a harmony that reflects an individual's priorities. So, this allows for acceptance of the happy workaholic or the satisfied stay-at-home mum or dad. "How can we measure or evaluate work-life balance? The best indicator would be that it should feel right," she said. Whereas researcher Murphy and Doherty (2011) exposed that it is impossible to measure work-life balance in an absolute way as there are personal circumstances which influence the way that is perceived but establishing a harmony that reflects an individual's priorities whereas employees must draw a firm line between their home and work lives and be confident that the line is in the right place (Harvard Business Review, page184).

Hyman and Summers (2004) classified seven major problems which are associated with current practices over work-life balance these are unevenness of adoption across different sectors and organizations, lack of formalization of policies at organizational level, restricted employee voice over the introduction and implementation of policies , policies are primarily to meet business needs rather than those of employees, there is no evidence of reduction in working hours, tangible and intangible work intrusions into domestic life , domestic responsibilities are still conducted primarily by women irrespective of their employment status. Researcher Vloeberghs (2002) revealed that there is a need for a practical instrument to measure the present situation of work- life balance. However, as revealed by the researchers Eikhof et. al. (2007), the current work-life balance policies are narrow-minded in terms of addressing the needs and aspirations of employees but there is need for its realization as reflected in Emerald article, Human Resource Management International Digest, Vol.12 Iss: 7 (2004) which emphasized that the employers are realizing for its responsiveness and take inventive in trying to

meet employee expectations for flexible benefits that help with their work-life balance. Miller (1978) emphasized that earlier the work life used to begin at age 16 and end at age 70 and now begins at 20 and ends at 62 for most of the working personals. However, restrained effects of the increase in average length of life over the last 80 years may be associated with certain changes in work- life history as more people reach the older ages with their health to permit them to enjoy leisure and image of the retirement years. In spite of that changing view of marriage like relationships also affects work-life balance as many women are no longer expecting lifelong partners, and consequently they stress the importance of acquiring skills and qualifications as stated by researcher Lewis et al. (1999) whereas in contradiction to the above Milkie and Peltola (1999) stressed that happier marriages are related to a greater sense of success in balancing work and family. Higgins et al. (1992), Hochschild (1989), Kelley and Voydanoff (1985), Hochschild (1989) Thompson & Walker (1989) revealed that working women face well-documented conflicts due to their continuing role as primary caretakers for their homes, children, and/or elderly parents being women's greater responsibility for children and other family members, and they experience more interruptions than men resulting common household problems. However, at family front researcher Milkie and Peltola (1999) stated that one will feel less successful in achieving their own work-family balance if spouse has to do the smaller portion of housework whereas Kiecolt (2003) found that who find work a haven spends no more hours at work than those with high work-home satisfaction. However, Higgins and Duxbury (1992) expressed that work conflict is a greater source of work-family conflict whereas personal or family lives, interfere with work are associated for fewer hours but work that interferes with life matters as revealed by the researcher Reynolds (2005).

2.1.3.2 Development Opportunities

An organization can survive if it makes a profit and works well in the environment, but otherwise it may not survive. Even worse is the deterioration of both humans and physical structures (Manguenn and ongo, 2002). The legitimacy of education lies not only with the average employee, but also with the manager to develop the skills needed for diversification and competitiveness for the success of the organization. The profits apply entirely to employees and private companies. The objective of this program is to be applied in the enterprise, to improve market capacity and enhance the living conditions of employees (ADBG, 2008). With stakeholder involvement, policy and training implementation can have positive consequences for employees. Human resource

development focuses on attracting, developing, and retaining the good quality employees from the broadest range of business practices to achieve a company's goals or objectives. Training and development are deliberately provided to employees with the best career opportunities in a variety of industries to drive personal growth and performance (Kruger, 2008). According to Casse and Banahan (2007), different approaches to training and development need to be considered. It was brought to them through their own favorite models and experience in large organizations. The existing traditional training continuously facing the challenges in the selection of the employees, in maintaining the ambiguity associated to the purpose and in presenting new tactics for the environment of work and by recognizing this, they advise on all the problems, which reiterates the prerequisite for flexible approach. Frequently, the managers have the option to decide on the best training and development program for their workforce, but they always have to bear in mind that it should improve their chances of fulfilling their target.

Technical training is the process of teaching employees how to perform the technical components of their jobs more accurately and thoroughly. Training can include technology applications, products, sales, and service tactics, and more. Technical skills are job specific as opposed to soft skills, which are transferable. On-the-job training Methods Under these methods new or inexperienced employees learn through observing peers or managers performing the job and trying to imitate their behavior. These methods do not cost much and are less disruptive as employees are always on the job, training is given on the same machines and experience would be on already approved standards, and above all the trainee is learning while earning. Some of the commonly used methods are Coaching, Mentoring, Job Rotation, Job Instruction, Technology, Apprenticeship, Understudy. Off-the-job Training Methods Off-the-job training methods are conducted in separate from the job environment, study material is supplied, there is full concentration on learning rather than performing, and there is freedom of expression. Important methods include Lectures and Conferences, Vestibule Training, Simulation Exercises, Sensitivity Training, Transactional Training. Technical or Technology Training Depending on the type of job, technical training will be required. Technical training is a type of training meant to teach the new employee the technological aspects of the job. In a retail environment, technical training might include teaching someone how to use the computer system to ring up customers. In a sales position, it might include showing someone how to use the customer relationship management (CRM) system to find new prospects. In a consulting business, technical training might be used so the

consultant knows how to use the system to input the number of hours that should be charged to a client. In a restaurant, the server needs to be trained on how to use the system to process orders. Let's assume your company has decided to switch to the newest version of Microsoft Office. This might require some technical training of the entire company to ensure everyone uses the technology effectively. Technical training is often performed in-house, but it can also be administered externally. Skills Training Skills training, the third type of training, includes proficiencies needed to actually perform the job. For example, an administrative assistant might be trained in how to answer the phone, while a salesperson at Best Buy might be trained in assessment of customer needs and on how to offer the customer information to make a buying decision. Think of skills training as the things you actually need to know to perform your job. A cashier needs to know not only the technology to ring someone up but what to do if something is priced wrong. Most of the time, skills training is given in-house and can include the use of a mentor. An example of a type of skills training is from AT&T and Apple, who in summer 2011 asked their managers to accelerate retail employee training on the iPhone 5, which was released to market in the fall. Training, Performance and Productivity The quality of employees and their development through training are major factors in determining long-term profitability and optimum performance of organizations. To hire and keep quality employees, it is good policy to invest in the development of their skills, knowledge, and abilities so that individual and organizational productivity can increase. Traditionally, training is given to new employees only. This is a mistake as ongoing training for existing employees helps them adjust rapidly to changing job requirements. Impact of training and development Nowadays the necessity for resolute professionals has increased with the rising demands of business and the level of competency. It is significant to have professional knowledge on how to manage complicated situations. Career development schools make

certain that people take advantage in the training given to them. The advantages are based on the quality, standardization and methodology applied. It assists in building confidence, promotion of personal development and is a focus for quality staff. Superiority is a major concern in any business and career development. It is not limited to the products but the performance of the professionals as well. Lack of quality affects standard of performance, however career development takes the chance to develop on the defects and bring quality products. The review has so far revealed the importance and purpose of training in an organization, and how it contributes to productivity. The

essence of training needs has also been explained. How and why training needs should be assessed was not overlooked. The fundamental bases for which personnel may be chosen or selected for training, the kinds of training methods are identified. In summary, this study is designed descriptively to find out whether there exists any setback in the training and development schemes in Ghana Ports and Harbors and Authority, and thus offer recommendations as to how these setbacks may be reduced if not entirely eliminated. Training is seen as a key instrument in the implementation of Human Resource Management policies and practices, particularly those involving cultural change and the necessity of introducing new working practices. First of all, the organization will need a training policy that specifies what training means to the organization, who qualifies for training, how training should be conducted and so on. The next step is to analyze the training needs of the organization in relation to the organization's strategy and equate it with the needs of the individuals within it. A variety of methods could be adopted to carry out a training needs analysis. Job analysis, interview with managers and supervisors and performance appraisal are few methods commonly used. Despite the available variety of methods, an organization has to be cautious when selecting training methods for its use. A careful use of training methods can be a very cost-effective investment. Although one of the most important stages in the training process, evaluation and monitoring is often the most neglected or least adequately carried out part. An effective training program is built by following a systematic, step-by step process. Training initiatives that stand alone (one-off events) often fail to meet organizational objectives and participant expectations. In today's post we outline the five necessary steps to creating an effective program from assessing needs to evaluating and revising training.

1. Assess Training Needs

The first step in developing a training program is to identify and assess needs. Employee training needs may already be established in the organization's strategic, human resources or individual development plans. If you're building the training program from scratch (without predetermined objectives) you'll need to conduct training needs assessments.

2. Set Organizational Training Objectives

The training needs assessments (organizational, task & individual) will identify any gaps in your current training initiatives and employee skill sets. These gaps should be analyzed and prioritized and turned into the organization's training objectives. The ultimate goal is to bridge the gap between current and desired performance through the development of a training program. At the employee level, the training should match the areas of improvement discovered through 360-degree evaluations.

3. Create Training Action Plan

The next step is to create a comprehensive action plan that includes learning theories, instructional design, content, materials, and any other training elements. Resources and training delivery methods should also be detailed. While developing the program, the level of training and participants' learning styles need to also be considered. Many companies pilot their initiatives and gather feedback to adjust before launching the program company-wide.

4. Implement Training Initiatives

The implementation phase is where the training program comes to life. Organizations need to decide whether training will be delivered in-house or externally coordinated. Program implementation includes the scheduling of training activities and organization of any related resources (facilities, equipment, etc.). The training program is then officially launched, promoted, and conducted. During training, participant progress should be monitored to ensure that the program is effective.

5. Evaluate & Revise Training

As mentioned in the last segment, the training program should be continually monitored. At the end, the entire program should be evaluated to determine if it was successful and met training objectives. Feedback should be obtained from all stakeholders to determine program and instructor effectiveness and also knowledge or skill acquisition. Analyzing this feedback will allow the organization to identify any weaknesses in the program. At this point, the training program or action plan can be revised if objectives or expectations are not being met.

2.1.3.3 Corporate Culture

Knowledge of corporate and organizational culture in other organizations such as companies and universities began in the 1960s. The term corporate culture first appeared in the early 1980s and became widely known in the 1990s. Later, business owners, sociologists, and other scholars used corporate culture to describe the character of the company. These included company-wide values generalized attitudes and behaviors, employee interaction, management strategies, relationships, working environments and mindsets. Corporate culture continues to embrace the myths regarding the source of the company through charismatic CEOs and visual symbols such as logos and brands. Up to 2015, corporate culture was not only designed by the founders, managers, and employees of the company, but also inspired by national culture and traditions, economic trends, international trade, company size and products. There are various terms that refer to businesses that are influenced by multiple cultures, especially in the wake of globalization and the increasing international interaction of today's business environment. Therefore, the term cross-culture refers to "interaction of people from diverse backgrounds in the business world." Culture shock refers to the confusion and fear that people experience when doing business in a society other than their own. Reverse culture shock is often experienced by people who spend a lot of time abroad doing business and find it difficult to change direction after returning home. To create a positive cross-cultural experience and enable a more cohesive and productive corporate culture, companies often provide in-depth resources, including professional training to enhance cross-cultural business interactions.

2.1.3.4 Management / Leadership

Hedberg, Lisa (2007) stated that Leaders and their skill in establishing a culture of retention has become a key in why people stay and what usually drives them away from a company. The leader has become the main reason in what motivates people's decision to stay or leave. For companies to keep its key employees their number one priority should be to look at their management, because individuals leave managers and not companies. Characteristics in a leader that are of importance, as the leader plays a crucial role in retention management is: trust builder, esteem builder, communicator, talent developer and coach, and talent finder. The leader's relation to the employees plays a significant role in retaining employees, because employees need to feel involvement, and that their presence count. When retention is fundamental value, great things

happen for customers, employees, and the company. The reasons why employees voluntarily leave organizations are many, in accordance with Mitchell et al (2001: 96), people often leave for reasons unrelated to their jobs: Personal risk, Desire to acquire a new skill, Trade, an unsolicited job offer, unanticipated events or shocks: - unfair treatment of a member of staff being accepted over for promotion, being asked to do something against one's beliefs. On both the individual level and the organizational level, turnover imposes extensive costs according to Mitchell et al (2001).

According to researchers in Taylor's (2002) article, there is one particular factor that motivates people's decision to stay or leave. Leaders and their talent in creating a culture of retention are evolving as the key in why employees stay and what usually drives them away.

Referring Bass and Bass (2008), the effectiveness of a leader is measured objectively in terms of absenteeism, complaints, and request for transfers, slowdown of work and of course turnover. In accordance with Armstrong (2012), a leadership style is the approach used by managers to exercise their leadership function. The transactional and transformational leadership styles are the current leadership organizational styles. Rees and French (2013) stated that, the two leadership styles are associated with a society that no longer accepts the use of power as a form of command. (Bycio, Hackett and Allen, 1995; Rehman and Waheed, 2012) has stated that transformational leadership has an impact on the level of employee commitment to a company This suggests that transformational leadership affects employee commitment. Along with Applebaum et al. (2003) employees who are committed to their work will be more likely to remain in an organization. This indicates that the transformational leadership style aids employee commitment which in turn encourages retention. According to Bycio et al., (1995) transformational leadership has a considerable influence in improving to reduce the intention to leave an organization. According to Bass and Bass (2008), Management by exception is stated to as "a corrective transaction". It could be either passive or active. If active, the leader supervises the inaccuracies, errors, and then uses some corrective actions; if passive, the leader takes no corrective action. Corrective actions could come in the form of negative feedback, reproof, disapproval, or disciplinary action.

2.1.3.5 Work Environment

Various studies have attempted to explain work environment in different areas such as for example employee turnover (Martin 1979), job satisfaction (Iaffaldano & Muchinsky, 1985), job involvement and organizational commitment (Sjöberg & Sverke 2000). Work environment is one of the factors that affect employee's decision to stay with the organization (Zeytinoglu & Denton, 2005).

Hytter (2008) examined that work environment has commonly been discussed by industrial perspective, i.e., with an attention on physical aspects such as, heavy lifts, noise, exposure to toxic substances etc. The exciting part is characteristics of work environment vary in services sector as compared to production sector because it must interact with the clients/consumers (Normann 1986). Depending on the kind of business and kind of job, communications will be frequent and more or less intense. The interaction between employees and consumer/client hence demands a move of focus from the physical to the Psychosocial dimension of work environment. Psychosocial work environment includes support, workload, demands, decision latitude, stressors etc.

It is very important to recognize the emerging needs of individuals to keep them committed and provide the work environment as necessitate (Ramlall, 2003). Milory (2004) reported that people enjoy working and strive to work in those organizations that provide positive work environment where they feel they are making difference and where most people in the organization are proficient and pulling together to move the organization forward.

ASID, an independent conducted study demonstrated that physical/work environment contributes as a major factor effecting the decision of employee's whether to stay or leave the job. It has been identified that light is a possible determinant of job performance, noise sometimes create a snag in office environments and is harmful to employee corporal and psychological welfare, inspiration, and at times, productivity. The most numerous audio grievances are, be short of speech seclusion i.e., eavesdrop people conversation and getting same sentiments as well. Access to nature helps to lessen stress and apprehension; it is beneficial for health environment as well.

Workspace designs have a profound impact on workers and tend to live with job as long as satisfied (Brill, Weidemann, Olsen, Keable & BOSTI, 2001). ASID stated that to keep better privacy and to avoid distractions, the design of office equipment and furniture must be correspondence to it. In

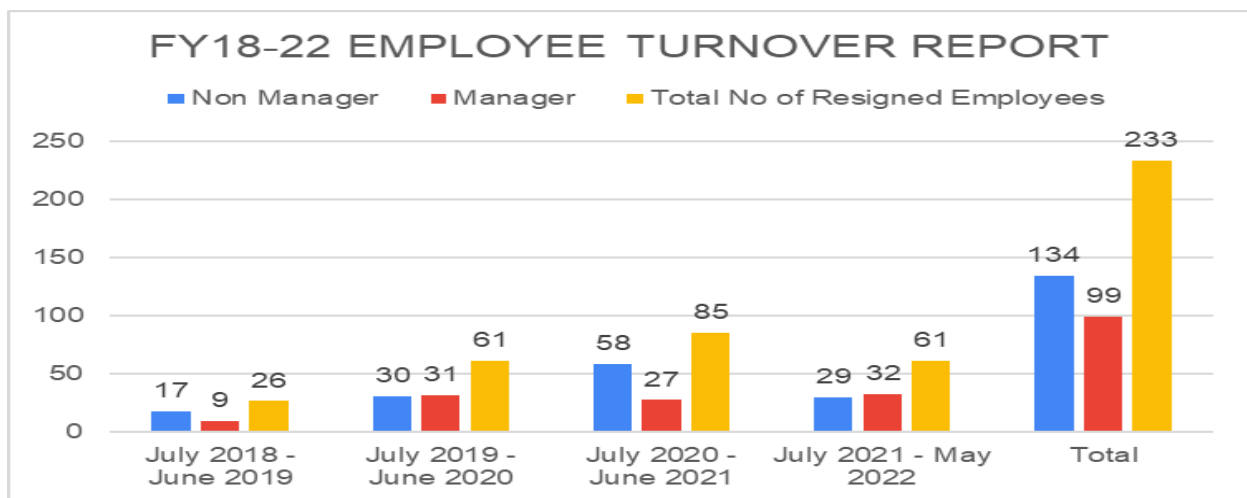
order to retain old workers, the design of workplace should create environment that support workers of poor eyesight, provide tools which need less potency and apt position for aging body (Croasmun, 2004).

Miller, Erickson & Just (2001) stated that employees benefit from a work environment that provides a sense of belonging. Companies with a generous personalization policy are more likely to keep their employees pleased by providing a reasonable level of privacy and secure management of the workplace. This motivates long-term loyalty (Wells & Thelen, 2002). In his main work, Earle (2003) identifies this within the framework of economics. Different generations have different risk assessments and different work environment value priorities. Companies need to focus on creating better jobs in a better working environment to retain their employees (Lennart Levi, 2002).

2.1.4 Turn Over Rate in Awash Wine S.C

According to HR’s employee turnover report from AWSC, starting from July 2018 to May 2022 around 223 employees has left the company. Most of the employees left have worked in the company for less than two years making the turnover rate very high (Human Resources, 2022). According to the figure below, 85 employees left the company from the year 2020 to 2021 which is the highest year by which most employees left the company. The reports shows that the turnover rate during these four years is around 46.6% which indicates that the turn over rate exceeded the normal range.

Figure 2.1 Employee turnover report for Awash Wine S.C



Source: Awash Wine S.C HR report (2022)

2.2 Empirical Review

Research conducted on Pakistan found that Pakistan's employment sector has undergone tremendous revolutions. The organizations consider the presence of long serving employees as a mark of internal competency. However, with the economic liberalization new career prospects are opened for professionals in most industries and thus boosting their prospects for greater mobility between different organizations. Now turnover has come to be known as a negative spill-over effect on firm's growth. Hence the organizations today tend to put efforts to control this turnover rate.

Now-a-days organizations are competing with each other to retain employees for a longer span of time. These organizations are focusing on attracting best people, selecting them and then retaining talented employees. For the purpose of retaining employees, the employers must use those practices which are in favor of both the employers and the employees and that will lead them towards high standards of performance. In order to create sense of association between organizational values and employee, it is crucial to recruit policy driven and perspective employees. According to (Gentry et al., 2006), if supervisors provide support to their employees, then employees will feel more connected and associated with the organization and in return, they can favor their organizations through retention.

The number of experienced people in Pakistan is much smaller than its huge population would suggest. Pakistan is a sixth most populous country with a population of 187 million people. Due to demand of highly qualified people, Pakistanis from top universities or having experience with a multinational or a reputable firm usually have two or three options available at any given time. In addition to this, the attrition rate is high in different industries of Pakistan, this kind of revolving door induction costs severely to the companies in terms of reduced efficiency as well as lost training. As per few estimates, a leaving employee might cost twice her or his yearly salary to the organization. Hence the HR professionals must know how to deal with two main issues for Pakistani organizations, one is attracting best people despite severe competition and the other is to keep employees satisfied so that they won't quit the organization. It is extremely important to carefully follow the HR best practices by designing a competitive pay package, providing proper work environment, and by making sure that employees are respected, well supervised, and fairly

treated by their supervisors. Many organizations in Pakistan offer recreational activities to its employees on-site, this help employee in reducing the work stress hence keeping them committed.

Abeyssekera (2007) examined the consequences of HR practices on employees' intents to leave their jobs in leasing firms in Sri Lanka. The study exposed that job analysis, career development, support from supervisor, compensation and factual job information prove to have a negative relationship with marketing executives' intentions to quit their jobs while work life balance was found to have a positive relationship with employee's intention to leave. The researcher concluded that almost 37% variation in intention to leave is explained by the factors incorporated in this study. And for the remaining unexplained variation there must be some other independent variables like succession planning, training, performance management etc. the researcher suggested that all leasing firms must improve HR practices.

Moncarz, et al. (2009) investigated the practices and initiatives for employee retention in US lodging properties and also examine the influence of the same on turnover intentions of employees in management companies. It was found that implementing HR practices in organization will result in entirely different level of effectiveness for both managerial and non-managerial employees. The findings indicated that non managerial employee retention is influenced by the culture of a workplace, hiring, promotion and training. Also, the organization's mission, direction, rewards, recognition, and compensation tend to reduce turnover rate for non-managerial employees. Whereas hiring and promotion is one of the above factors that have an impact on managerial employee retention. Through careful analysis of data, it was concluded that effective retention plans will maintain employee satisfaction and retention and will have a positive impact on performance of both employee and the employer.

Shoaib, et al. (2009) examined the impact of various HR polices on employee retention in Pakistan's telecom sector. The results of the study confirmed that variables taken into account i.e. support from supervisor, rewards, work-life balance policies, working environment and career opportunities have a positive impact on employee retention in telecom sector. The researcher concluded that proper implementation of the above discussed factors will help retaining people in the organization under study.

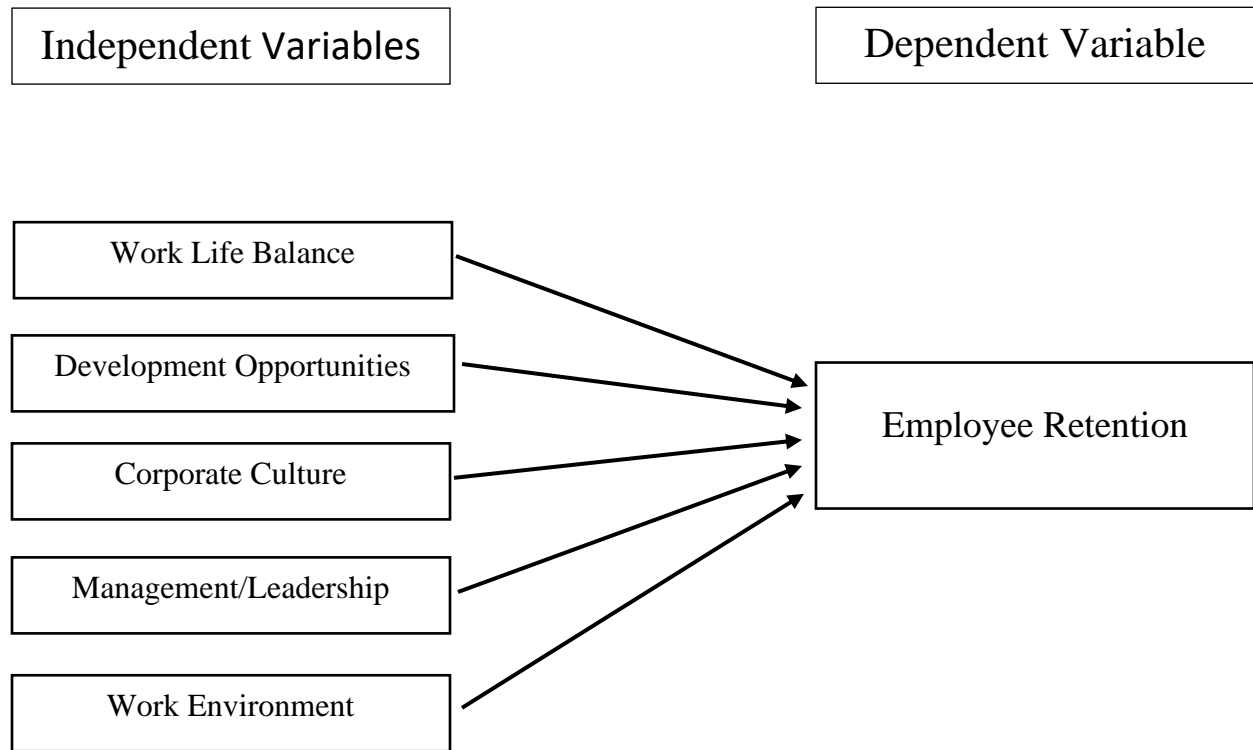
Hassan, et al. (2011) examined the reasons for job switching at second line managerial level in Leather Industry of Pakistan. The factors that researchers explored for employee retention include

career outlook, employer's attitude, work life balance, job security and opportunities. It was concluded that almost all the factors influence employee retention. The researchers recommend that supervisor support is extremely important to gain employee trust. The organization must work for better future prospects of its employees. Flexible hour culture must be established, and safe working conditions must be provided. They also recommended that training and development plans must be established.

Nawaz, et al. (2012) identified the variables that have an influence on employees' turnover intentions and their retention in Pakistan International Airlines. Primary data was collected through different surveys on the variables of work life policies, supervisors support, organizational prestige, incentives, work settings and chances for career progression. The results revealed that there exists high relationship between career progression and resulting less turnover rate. It also showed a link between the entire variable taken in this study and resulting less turnover rate. The researchers suggested that management should work on planning proper incentive programs for their employees in order to reduce turnover rate.

2.3 Conceptual Framework

Figure 2.2: Conceptual framework



CHAPTER THREE

RESEARCH METHODOLOGY

This chapter will describe how the study is going to be conducted. It outlines the approach and strategy that will be used in undertaking the study. The chapter also defines the sampling techniques that will be used to conduct the study including the statistical techniques that are going to be used to analyze the data.

3.1 Research Design

Descriptive and explanatory research designs were used in this study since it is most suitable due to the characteristics and the purpose of the study. The purpose of this study is to assess the determinants of employee retention at Awash Wine S.C

3.2 Research Approach

Quantitative approaches included the utilization of numerical data or data used quantifiable measures to determine relationships and patterns (Blumberg et al., 2011). In, this study, Quantitative research approach were used mainly due to the following reason: Using the quantitative inferential method to determine the relationship between two or more variables, Therefore the independent variable of employee retention (work life balance, development opportunities, corporate culture, management/leadership, and work environment) and the dependent variable is employee retention in Awash Wine S.C.

3.3 Population of the Study

A population is often defined as all people or items (unit of analysis) with the characteristics that one wishes to review. The unit could also be an individual, group, organization, country, object, or the other entity that you simply wish to draw scientific inferences about. (Anol Bhattacharjee, 2012)

Since the research's objective is to measure the determinants of employee retention in Awash Wine S.C from employee's perspective, the target population of the study were white collar managerial and non-managerial employees of Awash Wine S.C who are working in the office.

3.4 Sample Size and Sampling Technique

3.4.1 Sample Size

According to the handbook “Principles and Recommendations for Population and Housing Censuses” of the United Nations Statistics Division, a census is defined as the “total process of collecting, compiling, evaluating, analyzing and publishing or otherwise disseminating demographic, economic and social data pertaining, at a specified time, to all individuals in a country or in a well-delimited part of a country.”

A census is an attempt to gather information about every member of some group, called the population. For this study the researcher used Census method to gather data. The sample sizes would be 100 which is the total number of white-collar employees of Awash Wine S.C who works on managerial and non-managerial positions.

3.4.2 Sampling Technique

Census technique was used in order to collect quantitative data from the target respondents. Self-administered questionnaires were the main method of data collection.

3.5 Methods of Data Collection

Questionnaires were developed based on the objective of the study and were distributed to Awash Wine S.C back-office employees working on managerial and non-managerial positions. The researcher prepared the questionnaires in a way that it can be easily understood by the employees of Awash Wine S.C

The questionnaires composed two parts. Part one was prepared to gather general information about the respondents’ gender, age group and educational background. Part two was prepared to ask respondents to answer on variables and employee retention related questions.

The questions were designed in a five points Lickert scale measurement for the independent variables. The dependent and independent variables will be measured by using Lickert scale with five response categories that stretch from strongly agree to strongly disagree. The researcher used the Linkert scale because it is easy to prepare and interpret and simple for respondents to give response (Kothari, 2004).

3.6 Methods of Data Analysis

Data analysis methods should be related with the type of research methods chosen for the study. As mentioned in the previous section, primary data was collected in the study through questionnaires. Before analyzing, the data to be collected was checked to detect whether there are errors that would be committed by the respondents. Then, the collected and coded data was checked for any possible errors while entering or coding data. The researcher analyzed and interpreted the data using Statistical Package for Social Sciences (SPSS) version 20. This process is essential and will save a lot of headaches later, (Palleant, 2005). Analysis of the data in this research was done by using descriptive statistics tool like frequency, mean, standard deviation and inferential statistics. A descriptive analysis was used for each variable under investigation and also demographic factors such as gender, age, education. The researcher conducted Correlation analysis and check the positive signification relationship between the independent and dependent variable.

A correlation coefficient enables to quantify the strength of the linear relationship between two ranked or numerical variables. This coefficient (usually represented by the letter r) can take on any value between +1 and -1. A value of +1 represents a perfect positive correlation. This means that the two variables are precisely related and that as value of one variable increasingly, values of the other variable will increase. By contrast, a worth of -1 represents an indirect correlation. Again, this suggests that the two variables are precisely related: however, because the values of 1 variable increase those of the opposite decrease. Correlation coefficients between +1 and -1 represent weaker positive and negative correlations, a worth of 0 meaning the variable are perfectly independent. Within business research it is extremely unusual to get perfect correlation (Mark, Philip & Adrian, 2016).

The study checked the correlation of the five variables and the independent variable and dependent variables. Then determine the type of regression the study used which is multiple regressions. The type of relationship for multiple regressions by default was a random where for each value of the independent variable X , there has been some values of the dependent variable Y only with some probability. In other words, the model included a stochastic error term or a stochastic disturbance term μ_i .

The Regression Model Specification

$$Y = \alpha + \beta^1 X^1 + \beta^2 X^2 + \beta^3 X^3 + \beta^4 X^4 + \beta^5 X^5 + \beta^6 X^6 + \mu_i$$

Where,

Y= dependent variable (Employee retention)

α = constant

β^i = Independent variable coefficient

X^i = Independent variable

μ_i =Error terms

X^1 = Work Life Balance

X^2 = Development Opportunities

X^3 = Corporate Culture

X^4 = Management/Leadership

X^5 = Work Environment

3.7 Ethical Considerations

Strict Precaution was taken to make the research ethical. The researcher collected respondents' feedback based on how they understand the questionnaire. The researcher made sure that all the respondents are clear and understand the question before they respond to the questions. The reliability of the research will be enhanced as the questionnaires for employees will not have any open questions.

Before any question was raised to any respondents, the researcher make sure permission is clearly demonstrates the aim and objective of the research to the respondents on each question. They were told that the information they provide via the questionnaires is going to be used for the purpose of the academic study remain confidential. They were also assured that their identity would be anonymous for the research. As it was promised, their privacy and identity was not revealed.

CHAPTER FOUR

RESULT AND DISCUSSION

In this chapter, the data collected from the respondents was analyzed and interpreted using quantitative analysis which involves analysis of the demographically information of respondents and the descriptive and inferential statistics administered to test the hypothesis and to investigate the effect of independent variables on dependent variable. In order to analyze the collected data, statistical procedures were undertaken using SPSS version 20.

4.1 Response Rate on Questionnaire

A total of 100 questionnaires were distributed to the target employees of AWASH WINE S.C to examine determinants of employee retention and 92 questionnaires were filled up and returned making the response rate 92 percent. This indicates that over 90% of the employees under study were committed to give relevant information to the research.

4.2 Reliability Test Result

The reliability test is an important instrument to live the degree of consistency of an attribute which is meant to live. The less variation of the instruments produces in repeated measurements of an attribute the greater its reliability Cronbach's alpha is one among the foremost commonly accepted measures of reliability (Mahon and Yarcheski, 2002).

It measures the interior consistency of the things during a scale. It indicates that the extent to which the things during a questionnaire are associated with one another. The standard range of Cronbach's coefficient alpha value range between 0-1 and therefore the higher values reflect a higher degree of internal consistency. Different authors accept different values of this test so as to internal reliability, but the foremost commonly accepted value is 0.70 because it should be adequate to or above to internal reliability (Hair et al., 2003).

Table 4.1: Cronbach's Alpha for each field of the questionnaire

	Number of items	Cronbach's Alpha
Work Life Balance	5	0.842
Work Environment	4	0.726
Management / Leadership	4	0.841
Corporate Culture	4	0.784
Development Opportunities	4	0.748
Employee Retention	4	0.831
Overall	25	0.795

Source: Survey Result, (2022).

Reliability analysis using Cronbach's alpha was calculated for each of the independent variables using respondent's feedback. According to Table No. 1, the value of Cronbach alpha for each dimension of the questionnaire ranged from 0.726 to 0.842. For the entire questionnaire Cronbach's alpha equals 0.795 which shows very good reliability of the entire questionnaire. In conclusion, based on the reliability test, the results for the items are acceptable.

4.3 Validity Analysis

According to Kothari (2004) content validity is the extent to which a measuring instrument provides adequate coverage of the topic under study, validity of the instrument for the present study was ensured as the independent variables and items are identified from the literature and were reviewed by other academicians.

4.4 Descriptive Analysis

Descriptive analysis was made to check out the information collected and to explain that information. It is mainly important to form some general observation about the information gathered for demographic general or questions.

4.4.1 Demographic Information of Respondents

To observe what demographic trend the sample population had, the questionnaire started off with demographic characteristics of respondents. This part of the questionnaire requested limited amount of information related to personal and demographic status of the respondents. Accordingly, the subsequent variables about the respondents were summarized and described within the following table. These variables include gender, age, educational background, department, marital status and working position.

Table 4.2: Demographic Profile of Respondents

Demographic Profile of Respondents		Frequency	Percent	Valid Percent	Cumulative Percent
Gender	Female	33	35.9	35.9	35.9
	Male	59	64.1	64.1	100
	Total	92	100	100	
Age	25 - 34	67	72.8	72.8	72.8
	35 - 44	23	25	25	97.8
	45 - 54	2	2.2	2.2	100
	Total	92	100	100	
Educational Background	Diploma	6	6.5	6.5	6.5
	Degree	62	67.4	67.4	73.9
	Masters and above	24	26.1	26.1	100
	Total	92	100	100	
Department	Commercial	43	46.7	46.7	46.7
	Finance	19	20.7	20.7	67.4
	Safety, Health & Environment	10	10.9	10.9	78.3
	Procurement	2	2.2	2.2	80.4
	Quality	4	4.3	4.3	84.8
	Production	4	4.3	4.3	89.1
	Technic	3	3.3	3.3	92.4
	Other	7	7.6	7.6	100
	Total	92	100	100	
Marital Status	Single	41	44.6	44.6	44.6
	Married	51	55.4	55.4	100
	Total	92	100	100	
Working Position	Manager	39	42.4	42.4	42.4
	Non-Manager	53	57.6	57.6	100
	Total	92	100	100	
Working Experience	< 2 Years	6	6.5	6.5	6.5
	2 – 3 Years	59	64.1	64.1	70.7
	> 3 years	27	29.3	29.3	100
	Total	92	100	100	

Source: Survey result, (2022)

4.4.1.1 Gender of Respondents

As presented in figure No.2, the sex composition shows that both male and female employees of AWSC were participated in the study. Even if majority of the respondents 59 (64.1%) were male, female respondents also participated which accounted for 33 (35.9%). This indicates the majority of respondents of the target population were males.

4.4.1.2 Age of the Respondents

As presented in figure No. 3, the age composition of respondents encompasses 67 (72.8%) between the age group of 25-34 years followed by 23 (25%) that fall in between the age group of 35-44 years and the next age group followed by 2 (2.2 %) that fall in between the age group of 45-54. This indicates majority of respondent's age is in the range of 25-34 years.

4.4.1.3 Education Background Status of Respondents

The education status on figure No. 4 below shows that among 92 respondents diploma holders are 6 (6.5 %) followed by 62 (67.4%) and 24 (26.1%) of respondents with education level of degree and masters & above respectively. This illustrates majority of respondents were degree holders.

4.4.1.4 Department of Respondents

Most of the respondents are from commercial department with 43 (46.7%), followed by 19 (20.7%) respondents from finance. Safety, Health and Environment 10 (10.9%), Procurement 2 (2.2%), Quality 4 (4.3%), Production 4 (4.3%), Technic 3 (3.3%) and respondents from other department of the company were 7 (7.6%). This indicated most of the respondents are from commercial department.

4.4.1.5 Marital Status

From the total respondents, 51 (55.4%) of the respondents are married and the rest of the respondents 41 (44.6%) are single.

4.4.1.6 Working Position

From the total respondents 53 (57.6%) of the respondents are working on non-management positions and 39 (42.4%) of the respondents are managers.

4.4.1.7 Working Experience

From the total respondents 6 (6.5%) have less than 2 years of experience while 59 (64.1 %) of the respondents worked between 2 to 3 years. 27 (29.3%) respondents worked for more than 3 years.

4.5 Descriptive Statistics of Scale Typed Questionnaires

In this part descriptive statistics regarding the six determinates in the form of mean and standard deviation were presented so as to indicate the level of agreement with their respective implication to the employee retention in AWSC.

The mean value measures the average value of all the respondents responded towards of each statement. It calculates the sum of the values divided by the number of values. The implication is that the item with the highest mean is the one that most employees rated highly. While the item with the lowest mean is the one that slightly rated by employees.

Standard deviation also measures the variation, and it is based on deviations from the mean of the data values. It described in terms of the deviation of the observations from the means, the variation is small if the observations are bunched closely about their mean, and large if they are scattered over considerable distances. This means an item on the Likert scale with the smallest standard deviation implies that employees gave a similar answer to items compared with the others and vice versa.

The responses of the respondents for the variables indicated below were measured on five-point Lickert scale with: 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree. But, while making interpretation of the results of mean and variance the scales are reassigned as follows to from the interpretation easy and clear (Best, et al., 1977).

$$\text{Agreement level} = \frac{\text{Maximum} - \text{Minimum}}{ni} = \frac{5 - 1}{5} = 0.8$$

4.5.1 Perception of Respondents towards WLB

As discussed in the literature review, work is an important part of one's career identity but balancing it with the non-work activities can be challenging. The maintenance of balance between one's work and varied facets of life has become a source of increasing public concern in recent

years, as more employees understand the need for what is now commonly known as “work–life balance.” The discourse on work–life balance (WLB) commenced in the 1990s (Lewis et al.,2007). In Order to measure the effect of these dimension employees were forwarded with five variables on this dimension. The result is summarized in the following table.

Table 4.3: Description statics of respondents on WLB

Questionnaires on WLB	Mean	Std. Deviation
The Tasks assigned to me make me prioritize job over my personal and family life	3.04	1.664
I often complete additional work at home beyond work hours to try to keep up	3.42	1.564
I Don't mind being too busy and take my work home because I love my job	3.45	1.401
I have workload so there is no time to spend with family because of workload	2.53	1.565
The workload assigned to me allows me to achieve good work life balance	3.37	1.247
Average Mean	3.162	

Source: Survey Result, (2022)

The above table contains independent variables, which are grouped together and labeled as WLB variable. As indicated in the table above, “The Tasks assigned to me make me prioritize job over my personal and family life” has scored a mean of 3.04 with standard deviation 1.664. “I often complete additional work at home beyond work hours to try to keep up” scored a mean of 3.42 with standard deviation 1.564. “I Don't mind being too busy and take my work home because I love my job” has a mean of 3.45 and a standard deviation of 1.401. “I have workload so there is no time to spend with family because of workload” has a mean of 2.53 and a standard deviation of 1.565. Last but not least, “The workload assigned to me allows me to achieve good work life balance” has scored a mean of 3.37 and a standard deviation of 1.247. The average mean result falls between the ranges of 3.41 – 4.20. Therefore, the result implies that blue collar employees of AWSC agreed on the fact that they don’t mind taking their tasks home and complete to keep up because they love their job. This is a very good culture of the employees and impacts the retention

of the company’s employees positively. Respondents disagreed on the variable which says, “there is no time to spend with family because of workload.” This entails that, employee have enough time to spend with their families and this does not impact their stay at AWSC. However, the average mean lies between 2.61 and 3.40. this shows that most of the respondents feel neutral on the effect of WLB on their stay at AWSC.

4.5.2 Perception of Respondents towards Work Environment

It is very important to recognize the emerging needs of individuals to keep them committed and provide the work environment as necessitate (Ramlall, 2003). Milory (2004) reported that people enjoy working and strive to work in those organizations that provide positive work environment where they feel they are making difference and where most people in the organization are proficient and pulling together to move the organization forward. Below, we will see in the table the mean and standard deviation of each variable under work environment.

Table 4.4: Descriptive statistics on Work Environment

Questionnaires on Work Environment	Mean	Std. Deviation
There is a teamwork practice among my co-workers	2.50	1.026
Information is shared openly, and communication is encouraged	1.96	0.891
AWSC provides me with all the tools I need to perform my job efficiently.	2.17	1.247
I feel valued for the work that I do	3.51	1.227
Average Mean	2.53	

Source: Survey result, (2022)

From the respondents feeling, we can learn that “There is a teamwork practice among my co-workers” has scored 2.50 mean and 1.026 standard deviation. “Information is shared openly, and communication is encouraged” has a mean score of 2.17 and standard deviation 0.891. “AWSC provides me with all the tools I need to perform my job efficiently.” has a mean of 3.37 and 1.247 standard deviation. “I feel valued for the work that I do.” has a mean score of 3.51 and standard deviation of 1.227. This result shows that respondents are not happy with the teamwork practice that AWSC has. In addition, as per the respondent’s response, information is not openly shared, and communication is not also discouraged. These variables impact the retention of employees at

AWASC. Therefore, the company needs to improve its work environment regarding sharing information, encouraging communication and teamwork practice among coworkers. The average mean of the variables lies between 1.80 and 2.60 meaning that most of the respondents disagree on the statements of the variable.

4.5.3 Perception of Respondents towards Management/Leadership

Management / Leadership practice of a company is another variable to determine the retention of its employees. The researcher administered 4 questions regarding management / leadership practice of AWSC and tried to find out how it impacts employee retention. The below table like the previous ones will demonstrate the mean and standard deviation of each dimension.

Table 4.5: Descriptive Statistics on Management / Leadership

Questionnaires on Management / Leadership	Mean	Std. Deviation
I feel inspired by my immediate manager	1.70	1.568
My immediate manager has the ability to help me, and my team succeed	2.60	1.433
I believe the leadership style my immediate manager adopts suits me	2.51	1.216
There is a performance appraisal mechanism	2.64	1.487
Average Mean	2.36	

Source: Survey result, (2022)

From the table above, we can conclude that “I feel inspired by my immediate manager” has a mean score of 1.70 with a standard deviation of 1.568. “My immediate manager has the ability to help me, and my team succeed” with a mean of 2.60 and standard deviation 1.433. “I believe the leadership style my immediate manager adopts suits me” has a mean score of 2.51 and standard deviation of 1.216. mean and standard deviation for “There is a performance appraisal mechanism” is 2.64 and 1.487 respectively. The result shows that the respondents are not happy with the leadership style their immediate manager adopts. They are not also inspired by their immediate managers and don’t think they have the ability to help them, and their team succeed. This is a signal for the company to improve the leadership style of its management team who can motivate and inspire their employees. The average mean of every statement under the variable lies between 1.80 and 2.60. This indicates that most of the respondent disagree on the statements given to them.

4.5.4 Perception of Respondents towards Corporate Culture

AS being said before in the previous chapters, corporate culture became widely known in the 1990s. Later, business owners, sociologists, and other scholars used corporate culture to describe the character a company. A company is shaped by the culture of its employees. The good corporate culture a company has, the higher the probability to keep its employees for as long as it wants to keep them. The below table demonstrates the responses of AWSC employees towards the corporate culture and how it contributes to their retention at the company.

Table 4.6: Descriptive Statistics on Corporate Culture

Questionnaires on Corporate Culture	Mean	Std. Deviation
AWSC has a clear mission and vision which I am well aware of it	3.55	1.152
There is a good communication among managers and staffs	2.55	1.237
I feel respected by seniors of the company	3.13	1.26
My coworkers make me feel important	1.91	0.891
Average Mean	2.78	

Source: Survey result, (2022)

“AWSC has a clear mission and vision which I am well aware of it” has a mean of 3.55 and standard deviation of 1.152. “There is a good communication among managers and staffs” has a mean of 2.55 and standard deviation of 1.237. “I feel respected by seniors of the company” has a mean score of 3.13 and a standard deviation of 1.26. At last, “My coworkers make me feel important” has a mean score of 1.91 and standard deviation score of 0.891. This entails that most of the respondents has issues with healthy communication with their respective line managers. They also don’t feel respected by their line managers, and they don’t feel important by their coworkers. These results have a negative impact on the respondents stay at AWSC. Therefore, even if corporate culture is not an easy thing to change, the concerned body needs to take the initiatives to start the process of change from the current status quo. However, the average mean for this specific variable lies between 2.61 and 3.40. Since most of the respondents are neutral on the variables, it implies the majority of the respondents are neutral means there are a lot tasks expected to be done to satisfy the employees while retaining in the company.

4.5.5 Perception of Respondents towards Development Opportunities

A company strengthens itself not only by maximizing its share of profit but also by maximizing the number of skilled employees. Employees strive to make themselves capable and competent in order to grow and achieve their organizational and personal goals. Employees are likely to serve a company for more years which facilitates an access to its employees to develop their skills and be more confident on their field of work. The below table demonstrates the results of the respondent's responses towards the development opportunities AWSC provides.

Table 4.7: Descriptive Statistics on Development Opportunities

Questionnaires on Development Opportunities	Mean	Std. Deviation
I have access and encouragement from AWSC to develop my skills	4.24	1.247
I am supported financially to develop myself in terms of education	3.51	1.227
I receive the training I need to perform my job well	2.76	1.199
I have adequate opportunities for professional growth and development	2.15	1.201
Average Mean	3.44	

Source: Survey result, (2022)

From the table above “I have access and encouragement from AWSC to develop my skills” has a Mean score of 4.24 and standard deviation of 1.247. “I am supported financially to develop myself in terms of education” has a mean score of 3.51 and a standard deviation of 1.227. The mean and standard deviation of “I receive the training I need to perform my job well” is 2.76 and 1.199 respectively. “I have adequate opportunities for professional growth and development” has a mean score of 2.15 and a standard deviation of 1.201. From the results we can state that AWSC has the access and encouragement to develop its employees' skills which is a very good practice to keep it up. Respondents are also financially supported in terms of education. However, there is no adequate opportunity for professional growth and development which contradicts with the previously mentioned good qualities of AWSC. Employees are likely to leave the company and work to other companies which suits their professional skills and growths. The average mean lies between 3.41 and 4.20 which indicates that most of the respondents agree on the statements provided to them under the development opportunities variable.

4.5.6 Perception of respondents towards employee retention

Employee retention has been discussed in the previous sections. Companies use different techniques to retain their valuable employees and it has become one of a competitive strategy. Companies need to continually assess the perception of their employees towards their willingness to stay for as long as the company wants them. The table below shows how the respondents perceive to the dimensions presented to them.

Table 4.8: Perception of respondents towards employee retention

Questionnaires on Employee Retention	Mean	Std. Deviation
I like coming to work every day	2.61	1.796
I have timely promoted in this job	2.61	1.796
I see myself working here in the next 3 to 5 years	1.80	1.237
I would like to apply to this job somewhere else again	2.99	1.891
Average Mean	2.57	

Source: Survey result, (2022)

From the table above, “I like coming to work every day” has a mean score of 2.61 with 1.796 standard deviation. “I have timely promoted in this job” has 2.61 and 1.796 score of mean and standard deviation respectively. “I see myself working here in the next 3 to 5 years” scored a mean of 1.80 and standard deviation of 1.237. “I would like to apply to this job somewhere else again” has a mean score of 2.99 with a standard deviation of 1.891. The average mean for each variable under employee retention is 2.57 which indicated that most of the respondents disagree with the variable indicators presented to them.

4.5.7 Perception of the respondents towards Determinants of Employee Retention

Table 4.9: Perception of the respondents towards Determinates of Employee Retention

	Mean	Std. Deviation
Work Life Balance	3.16	1.08792
Work Environment	2.53	0.87102
Management/Leadership	2.53	0.97775
Corporate Culture	2.78	0.95709
Development Opportunities	3.44	1.18432
Employee Retention	2.57	0.88479

Source: Survey result, (2022)

The above table summarizes the mean and standard deviation of determinates of employee retention perceived by the respondents. It shows the respondent's agreement with the five variables of determinants of employee retention by giving the higher rate scale to development opportunities (mean =3.44, SD =1.18432), followed by WLB (mean=3.16, SD 1.08792), Management /Leadership (mean = 2.84, SD = 0.97775), Corporate Culture (mean = 2.78, SD = 0.95709), and Work Environment (mean = 2.53, SD = 0.87102). The low standard deviation indicates that the mean is representative of the given by the majority of respondents.

This infers that determinant of employee retention variables such as WLB, work environment, management/Leadership, corporate culture and development opportunities are the predictors of the dependent variable employee retention. Besides, the perception of the respondents toward employee retention rating scale of (mean= 2.57, standard deviation 0.88479). This result falls in the rating scale 1.80 – 2.60. This implies that the majority of the respondents are dissatisfied with the effort the company makes to retain them as a key asset. Therefore, we can conclude that if AWSK needs to work more on WLB, work environment, management / leadership, corporate culture, and development opportunities so as to retain its employees.

4.6 Correlation Analysis

The Pearson's correlation coefficient (r) was used to conduct the correlation analysis to find the level and direction of the relationship between determinants and employees' retention. Pearson's correlation coefficient falls between -1.0 and +1.0, indicates the strength and direction of association between the two variables. A low correlation coefficient: 0.1 - 0.29 suggests that the relationship between two items is weak or non-existent. If r lies between 0.3 and 0.49 the association is moderate. A high correlation coefficient i.e., >0.5 indicates a strong relationship between variables. The bivariate correlation of a two-tailed test confirms the presence of statistically significant difference at probability level p .

Table 4.10: Correlation between the Variables and Employee Retention

Determinants of Employee Retention	Pearson Correlation	Sig. (2- Tailed)
WLB	0.905**	0.000
Work Environment	0.715**	0.000
Management / Leadership	1.000**	0.000
Corporate Culture	0.749**	0.000
Development Opportunities	0.643**	0.000

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

Source: Survey result, (2022)

Table 10 indicates that the variables were positively and significantly correlated with the dependent variable. i.e., employee retention at 99 percent confidence level ($P < 0.01$). The table refers that maximum correlation occurred between management / leadership and employee retention with the value of 1. Next to management / leadership, WLB scored a correlation of 0.905. This was followed by corporate culture (0.749), work environment (0.715) and finally the lowest correlation was recorded by development opportunities with the value of 0.643.

We can also witness that there is a positive and significant ($P=000$) relationship which indicates that a change made on one variable will positively impact the other variable.

As per the correlation result, management / leadership and employee retention are positively and significantly correlated and this indicates that better management and leadership practice improves the retention of employees. Hence, we can conclude that there is a strong and positive relationship between management / leadership and employee retention.

4.7 Inferential Statistics

4.7.1 Test for Linear Regression Model Assumption

The researcher first tried to examine the existence of multi-co linearity, Linearity, Homoscedasticity and Normality of data and conducted a regression analysis accordingly.

1. Multi-co linearity

The problem of multi-co linearity occurs when there are high correlations between some of the independent variables. The researcher checks this with the Variance Inflation Factor (VIF) which calculates the influence of correlations among independent variables on the precision of regression estimates. The VIF factor should not exceed 10, and should ideally be close to one (Myers, 1990).

Tolerance is an indicator of how much of the variability of the specified independent variable is not explained by the other independent variables in the model is calculated using the formula $1 - R^2$ for each variable. If this value is very small (less than 0.20), it indicates that the multiple

Table 4.11: Co Linearity Statistic

Model	Collinearity Statistic	VIF
Constant		
WLB	0.433	2.309
Work Environment	0.45	2.222
Management / Leadership	0.361	2.769
Corporate Culture	0.364	2.744
Development Opportunities	0.352	2.841

a. Dependent variable: Employee Retention

Source: Survey result: (2022)

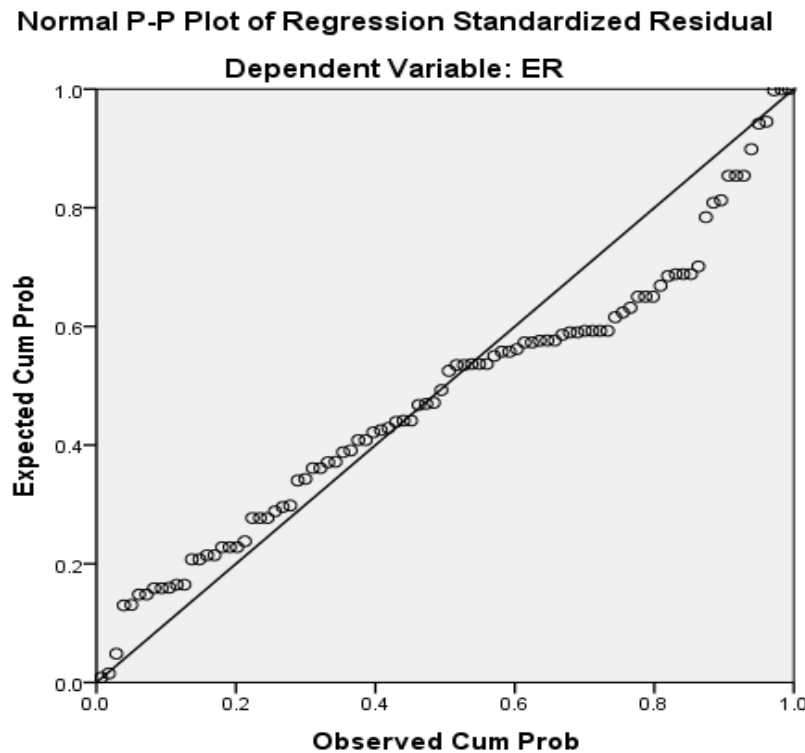
The table above shows that the result of co linearity statistics analysis shows variance inflation factors (VIF) value is below 10 and the variance individual tolerance for each value is greater is than 0.1. Therefore, the values indicate that for this analysis there is no multi-co linearity problem.

2. Linearity

Linearity states the degree to which the change in the dependent variable is related to the change in the independent variables.

Figure 9 below shows no large deviation in the spread of the residuals as we look from left to right on the figure and it is almost all residuals lay on the linear straight line therefore this tells us the relationship between the predictor variables (determinants) and the dependent variable (employee retention) is linear.

Figure 4.1: Normal Point of Standardization Residual

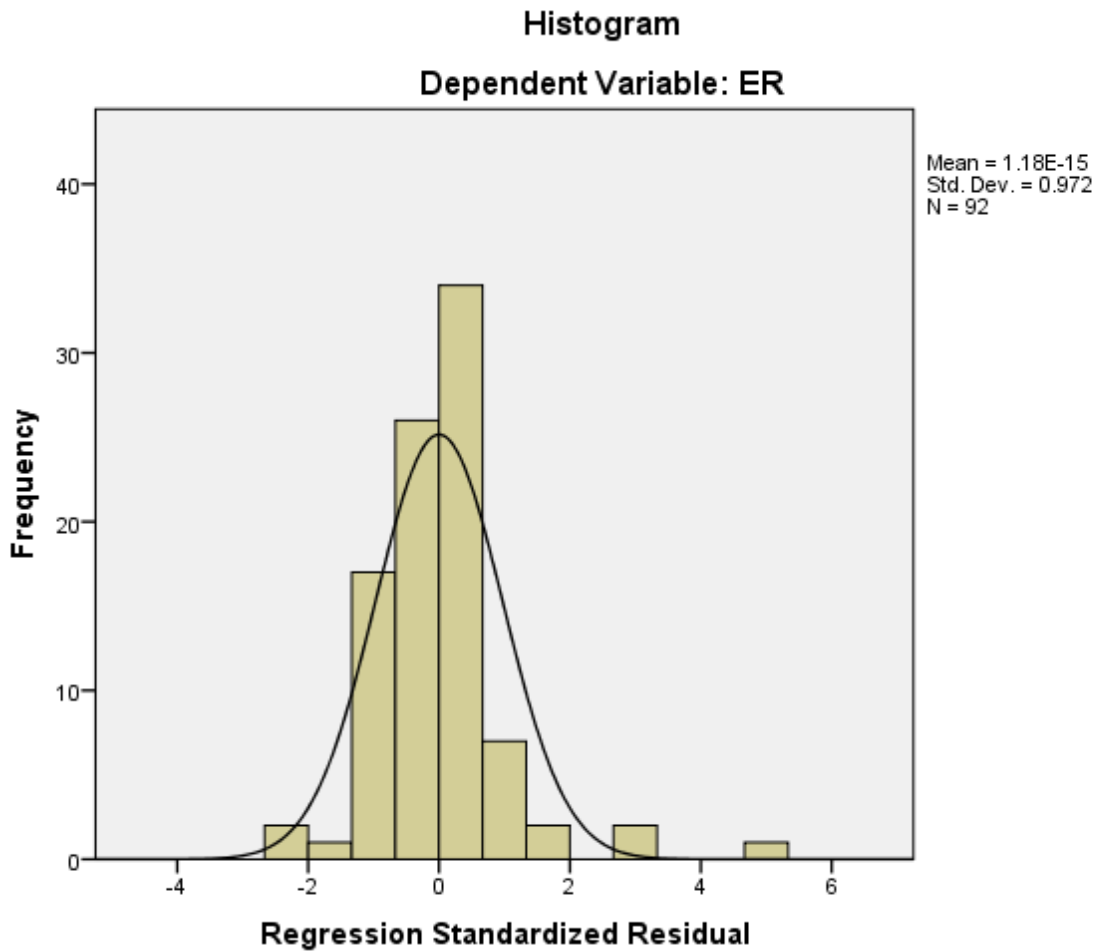


Source: Survey result, (2022)

3. Normality

Normality tests require that the independent variables in the analysis to be normally distributed. And also, as per the linear regression models assumptions, the error term should be normally distributed or expected value of the error term should be zero. If the residuals are normally distributed, the histogram should be bell-shaped, and this survey employed graphical methods to test the normality of data.

Figure 4.2: Normal Distribution Curve



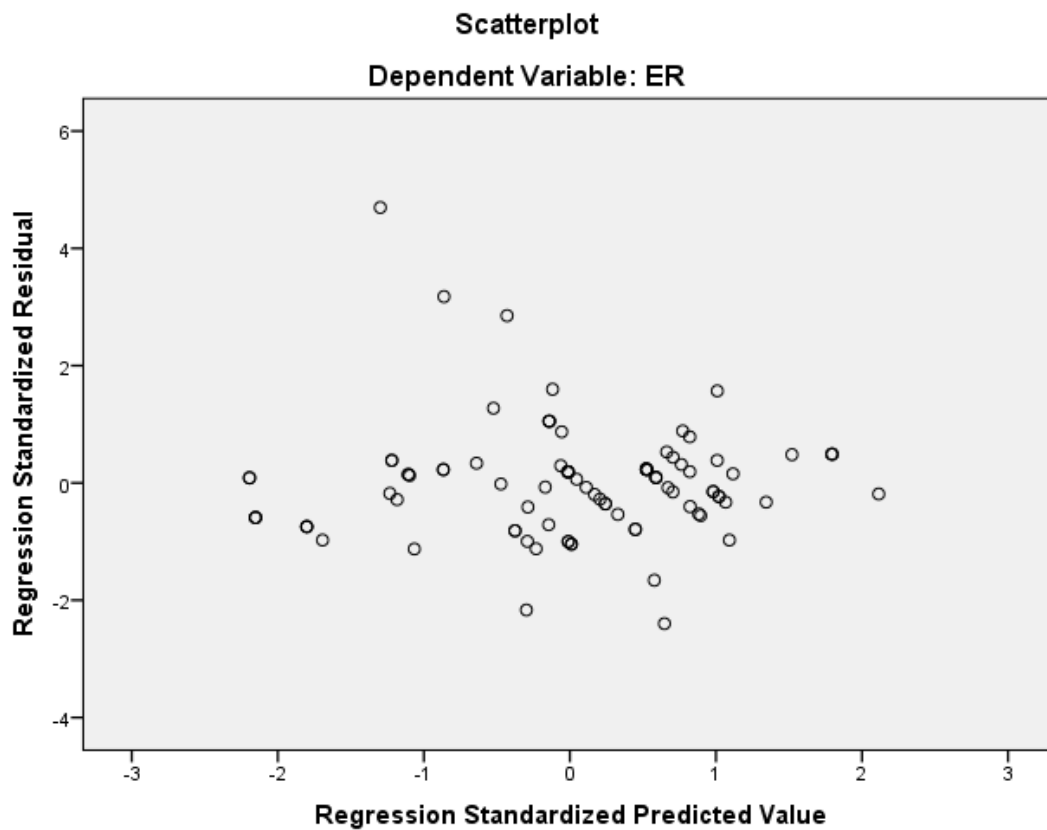
Source: Survey result (2022)

4. Homoscedasticity

Homoscedasticity is an assumption in multivariate analysis that the residuals at each level of the predictor variables have similar variances. That is, at each point along any variable, the spread of residuals should be fairly constant.

The scattered plot in the figure below demonstrates that the residuals at each level of explanatory variables look like they are evenly dispersed around Zero and that the graph is not something like cone shaped. Hence, this survey has no homoscedasticity problem.

Figure 4.3: Scatterplot of Determinants and Employee Retention



Source: Survey result, (2022)

4.7.2 Multiple Regression Analysis

The multiple regression analysis was conducted to investigate the influence of independent variable on the dependent variable and identify the relative significant influence. Therefore, independent variable (WLB, work environment, management / leadership, corporate culture and development opportunities) to the dependent variable: i.e., Employee retention.

The proposed hypothesis was tested using multiple regression analysis. The results of the regression analysis are presented on Table No, 12.

Table 4.12: Multi Regression Analysis results of determinants of employee retention

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.827	.817	.42230

a. Predictors: (Constant), DO, WLB, ML, WE, CC

b. Dependent Variable: ER

Source: Survey result, (2022)

According to the table above, the adjusted R square is 0.817 which means that 81.7% of the variance in employee retention is attributed to the five independent variables entered into regression and the remaining 18.3 % of the variance in employee retention may be explained by other factors such as compensation, salary, and other factors.

Table 4.13: ANOVA

ANOVA is the overall model fit of regression

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	73.301	5	14.660	82.205	.000 ^b
1 Residual	15.337	86	.178		
Total	88.638	91			

a. Dependent Variable: ER

b. Predictors: (Constant), DO, WLB, ML, WE, CC

ANOVA tells the overall goodness of fit of the model. Table 13 using ANOVA shows a significant value of 82.205 for the F distribution with 5 and 86 Df. The F-test can be taken as a measure of overall model significance of the estimated regression, indicates that the p- value is less than 0.05 which implies that a significant relationship exists between the selected variables in this model.

Table 4.14: Coefficients of determinant factors

Coefficients ^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.088	.200		.444	.658
	WLB	.414	.057	.467	7.280	.000
	WE	-.346	.075	-.314	-4.626	.612
	ML	.498	.069	.503	7.199	.000
	CC	.243	.082	.215	2.967	.004
	DO	.184	.076	.165	2.423	.017

a. Dependent Variable: ER

Source: Survey results, (2022)

The above table of coefficient shows the influence of determinant factors of employee retention. At this point using this multiple regression coefficient results, the proposed hypotheses for this study.

Regression Model Equation

$$Y=0.88 + 0.414 (WLB) - 0.346 (WE) + 0.498 (ML) + 0.243 (CC) +0.184 (DO)$$

The table further presents the result of the model predicting employee retention with the variable of WLB, work environment, management / leadership, corporate culture, and development opportunities. All have a positive effect except work environment at 95% confidence level. Unstandardized coefficient (beta value) indicates the degree of importance of each determinant factor variables towards employee retention.

Therefore, if the value of β is high, the effect of independent variable on dependent variable will be high; accordingly, the variables can be ranked in the following manners on the basis of their contribution/ importance:

1. Management/Leadership (ML) $\beta = 0.498$
2. Corporate Culture (CC) $\beta = 0.243$
3. Development Opportunities (DO) $\beta = 0.184$
4. Work Life Balance (WLB) $\beta = 0.141$
5. Work Environment (WE) $\beta = -0.346$

According to the result above, work environment does not have a significant effect to employee retention, the interpretations of the significant independent are stated below:

- ✓ If AWSC improves its management practices and leadership styles by 1%, the level of employee retention will be increased by 49.8 %.
- ✓ If AWSC improves its corporate culture by 1%, the level of employee retention will be increased by 24.3%
- ✓ If there are an improved and sustainable development opportunities provided for AWSC white collar employees, there will be 18.4% probability of increasing employee retention.
- ✓ If AWSC works on improving and balancing the time its employees spend at their workplace and with their families, there will be a probability to increase employee retention by 14.1%.

Among the five variables, management / leadership has the highest important effect on employee retention, however, on the descriptive analysis scored mean third variable from the five variables that is 2.84. Therefore, management / leadership should be given high attention in order to keep employees retained for a long period of time.

4.8 Hypothesis Testing

On this section of the research, we will see the multiple coefficient results, the proposed hypothesis for this study.

H1o: There is no significant and positive relationship between WLB and employee retention in AWSC

H1a: There is a significant and positive relationship between WLB and employee retention in AWSC

According to the results shown on table 14, WLB has a significant effect on employee retention ($p < 0.01$) and the value of beta ($\beta = 0.414$) shows the positive effect of WLB on employee retention. This statement is supported by research conducted by Too and Kwasira (2017) that WLB has a positive relationship with employee retention. Therefore, the null hypothesis is rejected and the alternative hypothesis.

H2o: There is no significant and positive relationship between WE and employee retention in AWSC

H2a: There is a significant and positive relationship between WE and employee retention in AWSC

Table 14 shows that, WE have no positive and significant effect on employee retention ($P < 0.05$) in AWSC and beta value ($\beta = -0.346$) indicating the negative effect of WE on employee retention. Therefore, the null hypothesis is accepted.

H3o: There is no significant and positive relationship between ML and employee retention in AWSC

H3a: There is a significant and positive relationship between ML and employee retention in AWSC

As illustrated on table 14, ML has a positive and significant effect on employee retention in AWSC ($P < 0.01$) with a beta value of ($\beta = 0.498$). This concludes that the null hypothesis is rejected, and the alternative hypothesis is accepted.

H4o: There is no significant and positive relationship between CC and employee retention in AWSC

H4a: There is a significant and positive relationship between CC and employee retention in AWSC

Table 14 shows that CC has a positive and significant effect on employee retention in AWSC ($P < 0.01$) and a beta value ($\beta = 0.243$). From this, we reject the null hypothesis and accept the alternative hypothesis.

H5o: There is no significant and positive relationship between DO and employee retention in AWSC

H5a: There is a significant and positive relationship between DO and employee retention in AWSC

Table 14 shows that CC has a positive and significant effect on employee retention in AWSC ($P < 0.01$) and a beta value ($\beta = 0.184$). From this, we reject the null hypothesis and accept the alternative hypothesis.

Table 4.15: Summary of hypothesis testing

Hypothesis	Result	Sig
H1a: There is a significant and positive effect between WLB and employee retention in AWSC.	Accepted	.000
H2a: There is a significant and positive effect between WE and employee retention in AWSC.	Rejected	.612
H3a: There is a significant and positive effect between ML and employee retention in AWSC.	Accepted	.000
H4a: There is a significant and positive effect between CC and employee retention in AWSC.	Accepted	.000
H5a: There is a significant and positive effect between DO and employee retention in AWSC.	Accepted	.000

Source: Survey result, (2022)

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

The fifth and last chapter of this study focused on the major findings of the study and what we can conclude from the finding and give recommendation based on these finding. This chapter, furthermore, highlighted the limitations of this work and indicated future research areas for anyone interested in the applicability of employee retention in AWSC.

5.1 Summary

In general, we can summarize this survey based on the below major findings.

- Starting from the demographic characteristics of the respondents, the majority of the respondents (64.1%) were male, and the rest of the respondents (35.9%) are female respondents. Most of the respondents belong to the age group 25 to 34 (72.8%) and are degree holders (67.4%). In addition, most of the respondents work on non-managerial position (57.6%) and have the work experience from 2 to 3 years (64.1%).
- The majority of the respondents agreed with the five determinants of employee retention by giving higher rate of scale to development opportunities (mean =3.44, SD =1.18432), followed by WLB (mean=3.16, SD 1.08792), Management /Leadership (mean = 2.84, SD = 0.97775), Corporate Culture (mean = 2.78, SD = 0.95709), and Work Environment (mean = 2.53, SD = 0.87102). Moreover, the perception of the respondents toward employee retention rating scale of (mean= 2.57, standard deviation 0.88479). This result falls in the rating scale 1.80 – 2.60. This implies that the majority of the respondents are dissatisfied with the effort the company makes to retain its employees.
- All Variables were positively and significantly correlated with the dependent variable i.e., employee retention at 99 percent confidence level ($P < 0.01$). the highest correlation happened between management / leadership and employee retention ($r=1$) followed by WLB ($r=0.905$), corporate culture($r=0.749$), work environment ($r=0.715$) and the lowest correlation was recorded by development opportunities ($r=0.643$).
- Represented the relative effect of variable on employee retention. β value & their significance was used to identify their relative importance in affecting employee retention. The unstandardized beta value for work life balance was $\beta = 0.414$. This indicated that, the

dimensions have relatively strong degree of importance on employee retention. Management / leadership, corporate culture and development opportunities had β value of 0.498, 0.243 and 0.184 respectively. Hence, the finding revealed that, management / leadership was the most dominant dimension in determining employee retention in Awash Wine S.C.

- Based on the multiple regression coefficient results, the proposed hypotheses for this survey were tested and hypotheses one, three, four and five were accepted and hypothesis two was rejected.

5.2 Conclusion

Based on the findings in the previous sections the below major conclusions are given regarding the five independent variables and the relationship they have with employee retention in Awash Wine S.C.

- This research was conducted to assess the factors affecting the determinants of employee retention in Awash Wine S.C. Even though the target was to collect 100 samples, a total of 92 samples were collected for the study.
- Accordingly, the study used five determinants of employee retention which are work life balance (WLB), work environment (WE), management / leadership (ML), corporate culture (CC) and development opportunities (DO). The data collected from the 92 respondents was analyzed and interpreted using various statistical tools on SPSS v20.
- Pearson's correlation result showed that there is a positive and significant relationship between the five determinant factors of employee retention meaning WLB, WE, ML, CC and DO. Management / Leadership is found to have the highest correlation with employee retention, and it also has the highest beta value on regression model. Moreover, it is the dominant factor with the impact on employee retention.
- The descriptive analysis also shows that management / leadership has a mean value of 2.36 which implies that employees of AWSC disagree with the management and leadership practice their managers adopt. This insight helps the company to improve its practices of handling its employees regarding management and leadership.
- The correlation result indicated that the highest correlation is found between management / leadership and employee retention ($r=1$) and the lowest correlation was recorded by development opportunities ($r=0.643$). This shows that a change in one variable will positively affect the other determinant factors.
- The lowest significant factor is development opportunities according to the result of Pearson correlation. It has a weak but positive relationship with employee retention. This indicates that the development opportunities AWSC offers to its employees is satisfactory and it doesn't make employees leave.
- Every hypothesis was tested, and the following findings emerged from the investigation: the four determinants' factors meaning WLB, ML, CC and DO have positive and significant effect

on employee retention. ML is the most important factor to have a positive and significant effect on employee retention followed by CC, DO and WLB.

- The overall result of determinants of employee retention showed that AWSC must work hard to address and solve employees' issues regarding the management / leadership practices the company adopts. In addition, the finding from the multiple regression result implies that all determinant factors except work environment have a positive and significant effect on employee retention and management / leadership is the most dominant determinant actor which affects employee retention while work environment has no influence on employee retention.

In general, the findings are important, and they will help AWSC to have an improved understanding of its employees' perception towards the determinant factors. The company accordingly needs to improve its effort towards the in order to keep its employees for a long period of time.

5.3 Recommendations

According to the conclusion in the previous section, the following recommendations are presented for Awash Wine S.C to help improve the factors that affect its employee retention.

Based on the findings, management / leadership, work life balance, corporate culture and development opportunities have a positive and significant effect on employee retention. Employees perception on the dimensions of employee retention and the major findings indicates that more effort is required from Awash Wine S.C.

Thus, priorities need to be given for these important dimensions on determinants of employee retention from Awash Wine S.C. Points of improvements for each dimension is presented as follows:

Management / leadership has the highest effect on employee retention. Therefore, we can recommend Awash Wine S.C to give a better attention to its way of management / leadership practice which can make its employees want to stay. Employees of AWSC working on top level management / leadership need to get to know their team first. What kind of management / leadership style suits employees? What inspires employees? What is expected to help employees succeed as team? What kind of performance appraisal mechanism should be used? and the like. They need to closely know the behavior of the employees they manage / lead. In addition, managers / leaders need to establish trust and engage their team members in the decision-making process. Performance appraisal mechanisms should also be used in order to motivate employees and make them stay in the company.

Corporate culture also has a positive and significant effect on employee retention. It is suggested that in order to increase the level of employee retention, Awash Wine S.C need to work on the major indicators of this factor i.e., Awash Wine S.C should invest on improving the practices of building strong employee relationship by increasing the cohesiveness among employees. Transparency and communication are also another improvement points which Awash Wine S.C need to work on. The practice of information sharing among employees does not only increase the level of employee retention but also helps the company to grow and have a good communication practice. Awash Wine S.C need to give enough emphasis on employee wellness and as per the respondent's perception there is a clear communication of the company's mission, vision and goals

which is very good to keep up. Awash Wine S.C needs to improve its effort towards offering development opportunities for its employees as it is shown in the study that it has a positive and significant impact on employee's

5.4 Suggestions for Further Research

Even though the objectives of this study were achieved, it was limited to white collar workers of Awash Wine S.C which limited the generalization of the findings to blue collar workers. In addition to the limitations, the study was subjected to scope limitations theoretically and geographically. Theoretically, only work life balance, work environment, management / leadership, corporate culture, and development opportunities. Further research should be conducted on other variables of employee retention such as employees' attitude, job security, loan facility, health insurance, compensation, autonomy and so on.

Geographically, the study only focused on white collar employees and not the blue-collar employees. Even though the turnover rate for labor workers is low it impacts the business as most of the operational tasks are handled by them. The impact is not as much as the white-collar employees, but it needs to be considered in the future.

The result of model summery showed that determinant factors only explain 81.7% of the variance in employee retention. It is an important finding because it suggests that there are other factors such as compensation and benefit that Awash Wine S.C should consider when analyzing employee retention in future research.

To finalize, the study focused on only food and beverage industry which Awash Wine S.C belongs to. Such concentration could limit the generalization of the findings to the whole industry. This facilitates an opportunity to conduct further research in this area for the future. Research should also be conducted in other goods and service providing sectors other than Awash Wine S.C such as NGOs, public organizations, schools, banks, hotels and insurances and further research is mandatory to determine if the relationship identifies can be generalized to the other sectors.

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Appendices

Appendix 1: Questionnaire

DETERMINANTS OF EMPLOYEE RETENTION IN THE CASE OF AWASH WINE S.C

ADDIS ABABA UNIVERSITY: SCHOOL OF COMMERCE

DEPARTMENT OF MASTERS OF LEADERSHIP

Dear Respondents,

My name is Eyoab Habte, and I am a master's graduate candidate in Addis Ababa University (SOC). Currently I am Awash Wine's employee working in the commercial department under marketing work unit. This questionnaire is intended to collect primary data on "Determinants of Employee Retention in the case of Awash Wine S.C". The main purpose of this study is to fulfil requirements for the degree of Masters of Arts in Business Leadership and know about your perception towards employee retention practices of Awash Wine S.C. Your genuine response for this inquiry is very significant for the accomplishment of the study. All information collected will be used for the purpose of the study and will be kept confidential. In addition, I would like to appreciate your kind support and cooperation in advance.

Part I: Respondents Information

Answer the following questions by selecting the circles in front of your choice.

1. Gender

Male

Female

2. Age

Below 24

25 - 34

35 - 44

45 - 54

55 - 64

Above 65

3. Educational Background

High School

Certificate

Diploma

Degree

Masters and Above

4. Department

Commercial

Human Resource

Finance

Safety, Health & Environment

Procurement

Quality

Production

Technic

Other

5. Marital Status

Single

Married

Divorced

Widowed

6. Working Position

- Manager
- Non-Manager

7. Work Experience

- < 2 Years
- 2 - 3 Years
- > 3 Years

Part II: Questions Related to Employee Retention (Independent Variables)

Please select the circles and the word which expresses your opinion towards employee retention.

A. Work Life Balance (WLB)

Questions related with WLB are administered below. It tries to find out how WLB contributes to your retention in AWASH WINE SC

1. The tasks assigned to me forces me to prioritize my job over my personal & family life

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2. I often complete additional work at home beyond work hours to try to keep up

- Strongly Agree
- Agree
- Neutral
- Disagree

Strongly Disagree

3. I don't mind being too busy and take my work home because I love my job

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

4. I have work load, so there is no enough time to spend with my family

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

5. The work load assigned to me allows me to achieve good work life balance

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

B. Work Environment

Questions related with your working environment are administered below. It tries to find out how your work environment contributes to your retention in AWASH WINE SC

1. There is a teamwork practice among my co-workers

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2. Information is shared openly and communication is encouraged

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3. AWASH WINE SC provides me with all the tools I need to perform my job efficiently.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

4. I feel valued for the work that I do

- Strongly Agree
- Agree
- Neutral
- Disagree

Strongly Disagree

C. Management / Leadership

Questions related with your management/leadership experience are administered below. It tries to find out how your managers/leaders contribute to your retention in AWASH WINE SC

1. I feel inspired by my immediate manager

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

2. My immediate manager have the expertise & ability to help me and my team succeed.

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

3. I believe the leadership style my immediate manager adopts is suitable for me and helps me to serve the company for more years

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

4. There is a feedback loop (Performance appraisal mechanism) and I get recognition from my immediate manager when I do a good job.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

D. Corporate Culture

Questions related with your experience towards AWASH WINE'S corporate culture are administered below. It tries to find out how corporate culture contributes to your retention in AWASH WINE SC

1. AWASH WINE SC has a clear mission and vision which I am well aware of it.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2. There is a good communication among managers and staffs

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

3. I feel respected by seniors (high level managers) of the company.

- Strongly Agree

- Agree
- Neutral
- Disagree
- Strongly Disagree

4. My Coworkers make me feel important

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

E. Development Opportunities

Questions related with your experience towards development opportunities you have in AWASH WINE SC are administered below. It tries to find out how development opportunities contribute to your retention in AWASH WINE SC

1. I have the access and encouragement from AWASH WINE SC to develop my skills

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

2. I am supported financially to develop myself in terms of education

- Strongly Agree
- Agree
- Neutral

- Disagree
- Strongly Disagree

3. I receive the training I need to perform my job well.

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

4. I have adequate opportunities for professional growth and development

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

Section 4 of 4

Part II: Questions Related to Employee Retention

Question related with employee retention are administered below, it tries to identify what your perception towards employee retention

I. I like coming to work every day

- Strongly Agree
- Agree
- Neutral
- Disagree

Strongly Disagree

2. I have timely promoted in this job

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

3. I see myself working here in the next 3 to 5 years

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

4. I would like to apply to this job somewhere else again

Strongly Agree

Agree

Neutral

Disagree

Strongly Disagree

THANK YOU SO MUCH FOR TAKING YOUR TIME ON PARTICIPATING IN THE SURVEY!!!

Questionnaires was prepared on Google Forms and have been distributed to respondents on Microsoft Outlook mail address which the company has provided to its employees

Appendix 2: Statistical Output

Correlations

		WLB	WE	ML	CC	DO	ER
WLB	Pearson Correlation	1	.715**	.905**	.669**	.653**	.905**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	92	92	92	92	92	92
WE	Pearson Correlation	.715**	1	.715**	.795**	.797**	.715**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	92	92	92	92	92	92
ML	Pearson Correlation	.905**	.715**	1	.749**	.643**	1.000**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	92	92	92	92	92	92
CC	Pearson Correlation	.669**	.795**	.749**	1	.658**	.749**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	92	92	92	92	92	92
DO	Pearson Correlation	.653**	.797**	.643**	.658**	1	.643**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	92	92	92	92	92	92
ER	Pearson Correlation	.905**	.715**	1.000**	.749**	.643**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	92	92	92	92	92	92

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

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.909 ^a	.827	.817	.42230

a. Predictors: (Constant), DO, WLB, ML, WE, CC

b. Dependent Variable: ER

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	73.301	5	14.660	82.205	.000 ^b
Residual	15.337	86	.178		
Total	88.638	91			

a. Dependent Variable: ER

b. Predictors: (Constant), DO, WLB, ML, WE, CC

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.088	.200		.444	.658
WLB	.414	.057	.467	7.280	.000
WE	-.346	.075	-.314	-4.626	.612
ML	.498	.069	.503	7.199	.000
CC	.243	.082	.215	2.967	.004
DO	.184	.076	.165	2.423	.017

a. Dependent Variable: ER