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## **Addis Ababa University School of Commerce**

### **“Skilled Employees Turnover & its Management in the Ministry of Justice”**

**A Research Submitted to the School of Commerce of Addis  
Ababa University in Partial Fulfillment for the  
Requirement of the Degree of Masters of Human  
Resources Management**

**Prepared By: Zeru Tesfaye G/Hiwot  
Advisor: Worku Mekonnen (Ph.D)**

***June, 2016  
Addis Ababa***

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**Approved by Board of Examiners**

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**Department Head**

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**Signature**

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**Advisor**

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**Signature**

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**Internal Examiner**

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**Signature**

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**External Examiner**

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**Signature**

## Statement of Certification

This is to certify that Ato Zeru Tesfaye G/Hiwot has carried out his research work on the topic entitled “**Skilled Employees Turnover & its Management in the Ministry of Justice**”. The work is original in nature and is suitable for submission for the award of Masters Degree in Human Resources Management.

\_\_\_\_\_  
Advisor: Worku Mekonnen (Ph.D)

Date: \_\_\_\_\_

## **Statement of Declaration**

I, Zeru Tesfaye G/Hiwot declare that this study, **Skilled Employees Turnover & its Management in the Ministry of Justice**” is my own work. The study has not been submitted for award of any degree or diploma.

Name: Zeru Tesfaye G/Hiwot

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

### **Confirmed by:**

Advisor: Worku Mekonnen (Ph.D))

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

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Great appreciation is also extended to all those who helped me while conducting the study.

## Abstract

*The purpose of this study was to examine factors of skilled employees' turnover and its management on the Ministry of Justice. Basic questions i.e. main factors for employees' intentions to leave their job for current & why they left the organization for ex-employees were asked in relation with demographic, controllable & non-controllable factors. The study employed quantitative and qualitative research design methods. Systematic Random and purposive sampling techniques were used to select the sample size from the population. Questionnaire and interview were used for data collection. Descriptive statistics such as percentage, mean value, cross tabulation were employed for data analysis. Based on the data analysis the following findings were recorded. The main finding indicated that dissatisfaction with job, and lack of organizational commitments was some of the factors for employee turnover. Additionally, perceived alternative employment opportunities are also one of the reasons for turnover intention. The finding also indicated the following effects of turnover including loss of experienced and skilled employees, higher recruitment costs, and higher workload due to leavers. The study result shows most of the current & ex-employees have lack of job satisfaction ; in contrary most of them do not have a problem on procedural & distributive justice they were served .This means , the lack of job satisfaction problems were rise from another discomfort. The management should examine this hidden problem expected to reach at a solution & to revive the job satisfaction of its employee's in order to retain them. Managers of the organization should approach employees at their work place, particularly identify employees with dissatisfied and address issues not to leave their jobs. The higher the participation of employee in the decision making process, the faster for its implementation and employee satisfaction. Hence managers should encourage, employees to participate the decision making process of the organization core programs.*

**Key Words:** *Skilled Employees, Turnover intentions, Turnover, Ministry of Justice, Job Satisfaction, Organizational Commitment, Perceived Alternative Employment Opportunities*

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## **ACRONYMS**

AAU	Addis Ababa University
AAUSC	Addis Ababa University School of Commerce
CBPR	Community-based Participatory Research
CIPD	Chartered Institute of Personnel and Development
ERA	Ethiopian Roads Authority
FDRE	Federal Democratic Republic of Ethiopia
HRAD	Human Resources Administration Directorate
HRM	Human Resources Management
IRC	International Red Cross
KPMG	Klynveld Peat Marwick Goerdeler
MoFED	Ministry of Finance & Economic Development
MoJ	Ministry of Justice
PAEO	Perceived Alternative Employment Opportunity
PSM	Public Service Motivation
SPSS	Statistical Packages for Social Sciences

## CHAPTER ONE

### INTRODUCTION

#### 1.1. Background of the Study

*“The crucial issue in analyzing turnover is not how many employees leave but rather the performance and replaceability of those who leave versus those who stay” (Wayne F. Cascio).*

Trevor (2001) reports that over 1000 academic studies have been carried out on labor turnover. Despite the information gained from these studies, Fitz-enz and Phillips (1998:107) argue that “... retention of key employees is probably the biggest challenge in human asset management today”. Labor turnover is classified in the literature as either voluntary or involuntary. Voluntary turnover is defined as employee initiated, with the staff member seeking better employment conditions or prospects or job satisfaction. Involuntary turnover is defined as employer initiated and due to retrenchment or dismissal for disciplinary or performance related reasons (P-E Corporate Services, 2001). The present research is concerned only with voluntary turnover.

Turnover is the ratio of the number of workers that had to be replaced in a given time period to the average number of workers (Agnes, 1999). In simple terms, turnover is the series of actions that it takes from the employee leaving to his or her being replaced. It is a behavior which describes this process (Currivan, 1999). Employee turnover may be mostly a negative issue, yet it can become positive if controlled by the organization correctly and appropriately. Turnover is often utilized as an indicator of company performance and can easily be observed negatively towards the organization’s efficiency and effectiveness (Glebbeek & Bax, 2004). Employee turnover is a natural outcome of doing business, yet it is harmful to an organization in large quantities, so it should be kept to a minimum. There are certain instances during which turnover can be utilized to benefit the company such as terminating poor performers, allowing for internal promotion, and hiring new employees with innovative ideas. New employees often bring positive input into the company if the turnover is handled correctly (Werbel & Bedeian, 1989).

A variety of research projects conducted and articles written on the topic were studied to create a collection of efforts to indicate the causes and effects of turnover and preventive measures management and leadership of a company may execute. As a performance indicator, turnover should be understood by management and leadership of the company.

Organizations invest a lot on their employees in terms of induction and training, developing, maintaining and retaining them in their organization. Therefore, managers at all costs must minimize employee's turnover. Although, there is no standard framework for understanding the employees turnover process as whole, a wide range of factors have been found useful in interpreting employee turnover Kevin et al. (2004). Therefore, there is need to develop a fuller understanding of the employee turnover, more especially, the sources- what determines employee turnover, effects and strategies that managers can put in place minimize turnover. With globalization which is heightening competition, organizations must continue to develop tangible products and provide services which are based on strategies created by employees. These employees are extremely crucial to the organization since their value to the organization is essentially intangible and not easily replicated Meaghan et al. (2002). Therefore, managers must recognize that employees as major contributors to the efficient achievement of the organization's success Abbasi et al. (2000). Managers should control employee turnover for the benefit of the organization success.

Labor turnover is not only a significant tangible dollar cost but also an intangible or "hidden" cost associated with loss of skills, inefficiency and replacement costs (Lashley and Chaplain, 1999). Lashley (2000) refers to lost investment in training and lost staff expertise as particular examples of turnover costs and opportunity costs. . Empirical evidence has shown that lost productivity resulting from staff turnover may account for more than two-thirds of the total turnover cost (Hinkin and Tracey, 2008). As turnover increases, service quality may decline as it takes time and resources to "back fill" departing employees. (Lynn,2002).

In Ethiopia, even though few studies like: study conducted on ERA , IRC, AAU, Arbaminch University & Some Commercial Banks shows about turnover of employees, there is only one empirical study conducted on public organizations, i.e., the study done on MoFED (Ministry of Finance and Economic Development) professional employees turnover which was supported by formal and published research. Most of the researches were done on business organizations & only one research was done on the Public Service Organization.

Therefore, the present study is done on of Public Service Organization which will be done on MoJ (Ministry of Justice) because of employees turnover is a big issue in the sector. Currently, most young employees are leaving the organization due to unknown reasons.

The study is quite different in its approach from the previous research done in similar topic with many aspects. Some of them are listed below:

1. All the study population are skilled employees having first degree & above.
2. The study population is homogeneous in profession; i.e., all the population in the study & the selected samples are Lawyers in profession & they serve as Federal Public Prosecutors in the Ministry of Justice.
3. The entire study group is responsible for the core objective of the Ministry and they are more than 50% of the total employees; the other employees which are not included in the study are the supporting staff.

This paper discussed what may be the intentions & reasons for turnover, what consequences turnover has on the organization, and what management and leadership in the organization can do to avert high turnover and reduce the effects.

## **1.2 Background of the Organization**

Ministry of Justice is one of the Federal Top Executive Bodies of FDRE. It was found a century ago in the reign of Emperor Menilik II .History Shows that MoJ was among the first 11 ministries formed during that time. Currently the Ministry has 791 employees in order to fulfill the following mission & vision by performing the powers, duties & responsibilities granted by law.

### **Mission**

Ensuring the prevalence of rule of law and protection of government and public interest through advising the federal government on matters of law; conducting legal research, drafting and adapting; engaging on crime prevention by devising ways and means of preventing crimes; representing the federal government in the institution and trial of criminal charges where a crime falls under the jurisdiction of the federal courts and; licensing and supervising advocates practicing before federal courts.

### **Vision**

To see the institution is ensuring the respect of rule of law, protecting the public and government interest along with increasing their trust.

To see an institution where rule of law is ensuring; public and government interests are protected and public trust is prevailed.

### 1.3 Statement of the Problem

Now a day, skilled employee's turnover is one of the major concerns in public service organizations. Because, employees turnover have many costs.(Both Financial & Non –financial) for the organizations.

Companies incur direct and indirect expenses, which include the cost of advertising, headhunting fees, human resource costs, loss of productivity, new hire training, and customer retention, every time they have to replace an employee. These expenses can add up to anywhere from 30 to 200 percent of a single employee's annual wages or salary, depending on the industry and the job role being filled. (Beam, 2009)

Ministry of Justice is one of the public service in spending hiring and other associated costs for new employees. The costs of turnover in non-monetary terms are much worth than monetary ones in the sector. The quality of service faces so much problems due to substitution of experienced employees with non-experienced once.

A high turnover rate is contradictory to high performance because it shows that one of the core conditions of high performance – i.e. a highly committed workforce – is not met. Additionally, high commitment HRM requires long periods of training and socialization.

High employees' turnover has become a problem for government public service institutions in Ethiopia. Well experienced and qualified professionals leave position they held in government offices. Ministry of Justice is one of the victims of this high employees' turnover. Currently the Ministry of Justice is facing a frequent turnover of staff, and as such the high turnover is costing the Ministry in terms of productivity, money and time.

The study tried to assess the skilled employees turn over and its effects in one of the public service organizations, i.e., Ministry of Justice (MoJ). And it tries to answer the following questions:

1. What are the major causes of skilled employee's turnover in MOJ?
2. What are the consequences of skilled employee's turnover in the organization?
3. Do MoJ have any mechanisms that reduces skilled employee's turnover in its organization?
4. What is the attitude of the management staffs with regard to skilled employee's turnover?
5. Demographically, which part of the staff is more subjected to turnover?

## **1.4 Objectives of the Study**

### **1.4.1 General Objectives**

The main objective of this study is to see skilled employees' turnover & its management in the MoJ in accordance with the relationship between turnover and some independent variable (demographic, uncontrollable or controllable) and to provide possible mitigation mechanisms in order to reduce high employees' turnover & retain them. Specifically, it will deal with the following issues:

### **1.4.2 Specific Objectives**

- ✓ The possible relationship of turnover intention with some demographic factors, like sex, age, tenure....etc.
- ✓ To see whether the incentive system of the organization is a factor for turnover.
- ✓ To investigate if the employee-boss relationship is fostering staff turnover.
- ✓ To examine whether turnover is caused by positions and employees (P-E) fit problems.
- ✓ Know the feelings of existing management and staff about employee turnover.
- ✓ To examine the interest & level of intentions of turnover of young skilled employees.

## **1.5 Significance of the Study**

Governmental Public Service organizations' success can be measured mainly through delivery of quality services to their beneficiaries/customers. This can be achieved through designing of well formulated plans and programs, allocation of sufficient funds and materials, assignment and retention of committed and competent Human Resources.

However currently, most of the Public Service organizations' operated in the country are affected by high turnover of skilled employees. Due to this high turnover of skilled employees the MoJ has been losing its experienced employees who have better experience in serving the public.

Therefore, the non-financial cost of high turnover of skilled employees is beyond expectation of the officials of the Public Service organizations'.

- ❖ As this research assessed the impact and causes of the high turnover of skilled employees in the MoJ, it provides important information about the existing problem in this organization to the management.

- ❖ The research also provides sufficient data about the causes of high turnover of skilled employees and the means for minimizing staffs turnover & retention mechanisms.
- ❖ Moreover, this research may lay ground for future researchers and contributes to the Ethiopian human resource management literature.

### **1.6 Scope of the Study**

Employees' turnover is broad in the sense it comprises voluntary and involuntary turnover. This study however addresses only voluntary turnover of the organization. The study also delimit itself on voluntary turnover in the minister office, it does not focus on regional state office justice bureaus. Also within the minister office the study focuses on professionals & the core process employees (Federal Public Prosecutors) who do have both managerial and non-managerial positions, other supporting staff employees are not be included.

### **1.7 Limitations of the Study**

Limitations of this study includes: challenges of implementing effective retention of employees was not be included, there are also little or no empirical studies that have been done in Ethiopian context on the issue particularly public sector organizations, not including regional states office may be also other limitation, difficulty of getting ex-employees of the organization this leads to depend on few and not the representative of ex-employees.

Few respondents were not able to return a questionnaire in due time and it was a difficult task to wait until all return as intended. Hence, these limitations have a negative impact on the quality of the subject study. Also, only descriptive statistics was used in the analysis of the data.

### **1.8 Ethical Consideration**

Confidentiality and privacy are some of the most corner stone of field research activities in order to get relevant and appropriate data. The researcher assured the purpose of the research paper and confidentiality of any information gathered through questionnaire on the introductory part of the paper. During data gathering some respondents didn't show willingness to respond to the questionnaire but, the researcher approached and explained the purpose and assured the confidentiality and finally they were positive to give response. The result of this survey is intended to serve only for academic purpose.

## 1.9 Operational Definition of Terms

**Employee Retention:** the process of keeping employees on the staff, and not losing them to rival firms (Dictionary of HRM, 2006)

**Employee Turnover:** Rotation of workers around the labor markets, between firms (Abassi and Hollman, 2000)

**Job satisfaction:** persistent feelings that are thought to be associated with perceived differences between what is expected and is experienced in relation to the alternatives available in a given situation (Martin, 2007:17).

**Organizational commitment:** the relative strength of an individual's identification with and involvement in a particular organization (Martin, 2007:19).

**Public Service:** the various departments and agencies that carry out government policies and provide the services that are funded by the government (Dictionary of HRM, 2006)

**Turnover intention:** refers to mental decisions intervening between an individual's attitudes regarding a job and the stay or leaves decision (Sager, Griffeth & Hom, 1998:255).

## 1.10 Organization of the Study

The study has incorporated five chapters. The first chapter is the introductory part, which consists of the back ground information, statement of the problem, the basic questions, the objective and significance of the study. The second chapter is the review of related literature; the third chapter deals with the background information methods of the study (research design and methodology). The last two chapters show the results of the research .The fourth is data analysis & interpretation. The fifth and the last chapter brief the summary, conclusion, and recommendations.

Annexes and the bibliography are attached at the last pages of the research.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURES

The chapter provides a review of available literature in the area of employee turnover and retention. The first part of the chapter begins with defining turnover followed by types of turnover its significance & how to measure its rates. This is followed by the discussion on factors affecting employee turnover and factors and its controlling mechanisms. Thereafter follows a discussion on employee turnover and public service motivation.

#### **2.1 Definition of Employee Turnover**

According to Wikipedia, the free encyclopedia: Turnover or staff **turnover** or labor **turnover** is the rate at which an [employer](#) gains and losses employees. Simple ways to describe it are "how long employees tend to stay" or "the rate of traffic through the revolving door". Turnover is measured for individual companies and for their industry as a whole. If an employer is said to have a high turnover relative to its competitors, it means that employees of that company have a shorter average tenure than those of other companies in the same industry. High turnover may be harmful to a company's [productivity](#) if skilled workers are often leaving and the worker population contains a high percentage of novice workers.

"Employee turnover is a ratio comparison of the number of employees a company must replace in a given time period to the average number of total employees. A huge concern to most companies, employee turnover is a costly expense especially in lower paying job roles, for which the employee turnover rate is highest. Many factors play a role in the employee turnover rate of any company, and these can stem from both the employer and the employees. Wages, company benefits, employee attendance, and job performance are all factors that play a significant role in employee turnover. Companies take a deep interest in their employee turnover rate because it is a costly part of doing business." (Beam, 2009)

Employee turnover occurs when employees leave their jobs and must be replaced. The world web dictionary defines employee turnover "as the ratio of the number of workers that had to be replaced in a given time period to the average number of workers" ([www.wordnet-princeton.edu](http://www.wordnet-princeton.edu)). The Chartered Institute of Personnel and Development (2015) defines employee turnover as the "ratio comparison of the number of employees an organization must replace in a given time period to the average number of total employees".

In their own definition, Abassi and Hollman (2000) define turnover as the “rotation of employees around the labor market; between firms, jobs and occupations; and between the states of employment and unemployment”.

Staff turnover is the in and out movement of employees of an organization, namely, the beginning or end of an employment contract. Swansburg(1996) The author further states that staff turnover can also take place within the organization when employees are moved between departments, units or sections, promoted, demoted or transferred. Staff turnover related to job satisfaction and organizational commitment refers to the process of employees leaving an organization and having to be replaced. Stone (2002).Grobler, Warnich, Carrell, Elbert and Hartfield (2002) defined staff turnover as the movement of employees out of the organization. According to Swansburg, (1996) movement of employees out of the organization results from resignations, transfers out of the organizational units, discharges, retirement and death.

Turnover, according to Iverson and Pullman (2000) can be classified as voluntary (to include withdrawals out of volition) or involuntary (to include layoffs and dismissals). Voluntary turnover often results in departing employees migrating, in most cases, to competing firms, creating a more critical situation since their transferred knowledge can be used to gain.

The above definitions show how different authors (scholars) describe the term turnover. There is a similarity among them & obviously differences in classification & causes of turnover. I do not think these differences were natural, but it may be due to the authors (scholars) see the meaning and classification of turn over from their own literature issues point of view.

## **2.2 TYPES OF TURNOVER**

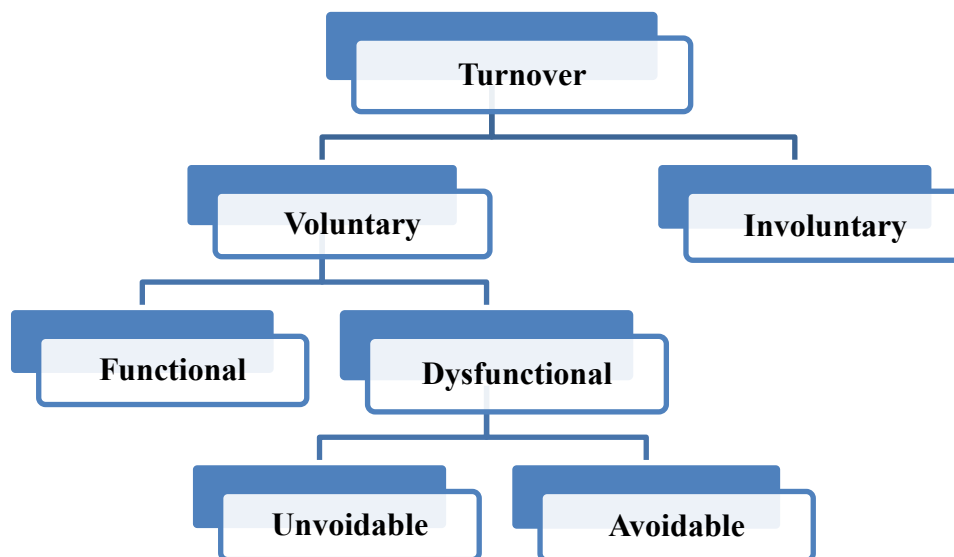
Employees of different organizations leave their job for all sorts of reason. Some leave to get better salary, some find conducive work conditions, due to geographical factors and for multiple reasons

**Employee turnover can be grouped into different categories.**

**2.2.1. *Voluntary and Involuntary*:** Voluntary is initiated by employee. When employee choice or intended to leave the organization and initiated by him/herself. Involuntary when employee has no choice in the termination process. It can result from different situation like; dismissal, retirement, physical/mental disability, moving/relocation ... etc. even though both concerned with separation of employee, it needs different managerial handling techniques (David, 2008).

**2.2.2 Functional and Dysfunctional:** Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover is the exits of poor performer employees whose talents can replace easily.

**2.2.3 Avoidable and unavoidable:** avoidable turnover is causes that the organization may able to influence or handle it. For employees who leave the job because of low job satisfaction, problems of mismanagement, benefit packages ... etc. can be retained through improving the stated administration activities. Unavoidable employee turnover stems from cause over which the organization has little or no control of it. For instance organization may not able to control employee who is going to leave because of health problem or desire to relocate to other geographical areas (David, 2008). 11



**Fig. 1** : David Loquerico, Mark Hammersely and Ben Emmens – Understanding & Addressing Turnover in Humanitarian Agencies, Number 55 June 2006

International journal of Humanities and social science classified employee turnover as internal or external. When employees leave their current job and take new role or position within the same organization called an internal turnover. External turnover will happen when employees quit their current job and join other organization (Flex, 2012).

### 2.3 The Significance of Labor Turnover

The point was made by IRS (2000) that ‘rates of labor turnover provide a graphic illustration of the turbulence within an organization. High rates of attrition can destabilize a business and

demotivate those who attempt to maintain levels of service and output against a background of vacant posts, inexperienced staff and general discontent.’ Obviously recruitment, induction and training costs all rise with an increase in labor turnover. As the CIPD (2015) has commented, ‘Turnover may be a function of negative job attitudes, low job satisfaction, combined with an ability to secure employment elsewhere, i.e., the state of the labor market. On the other hand, turnover is a normal part of organizational functioning, and while excessively high turnover may be dysfunctional, a certain level of turnover is to be expected and can be beneficial to an organization.’

#### **2.4 Voluntary Turnover Decision Process**

In order to explain the *reasons behind voluntary resignation*, Arthur Diane (2001) gives a list that includes:

- Incompatibility with corporate values
- Feelings of not being appreciated or valued
- Not feeling part of the company
- Not knowing how one is doing for lack of feedback
- Inadequate supervision
- Lack of opportunity for growth
- Lack of training
- Unequal salaries and benefits
- Lack of flexible work schedules
- Unsatisfactory relationships at work
- Too much work and not enough staff
- Inadequate or substandard equipment, tools, or facilities

More specifically, Arthur draws attention to a change of attitude towards work in the younger generation<sup>1</sup>. According to her, younger people are less likely to have a sense of loyalty after having frequently seen their parents fall victims to corporate “*downsizing*”. As a result, they know that they have to actively manage their career. They are more interested in continuing learning and education and expect to go through numerous jobs and career changes throughout their lifetime. They respect expertise and knowledge, rather than titles and will be reluctant to start working for an employer who does not allow them to challenge the status quo. They are trying to balance careers and familial responsibilities, unwilling to give up either one. They have

grown up and are comfortable with IT and as a result expect it to prevail in the workplace. If a company is behind in this area, it will appear as unattractive and bound to be uncompetitive.

It is believed by literatures that employees make decision for resignation after making some analysis and there is a very wide variety of possible explanations for their voluntary resignations. People become dissatisfied with their jobs for a range of reasons; as explained by Taylor & Stephen (1998), employees may become bored with the content of job, frustrated by lack of promotion, fed up with their supervisors or irritated by changes in their working environment. In some cases the job may simply fall short of their expectations at the time of appointment. However, Taylor & Stephen also suggests that, such phenomena are only half the story in most cases, for a resignation to occur the individual concerned must first perceive that there are better opportunities elsewhere and then secure another position. According to Taylor & Stephen (1998) the following ten steps are the decision process for the voluntary turnover.

- a. Evaluate existing job,
- b. Experience job dissatisfaction,
- c. Think of quitting,
- d. Evaluate expected utility of search for a new job and the cost of quitting,
- e. Decide to search for alternatives,
- f. Search for alternatives,
- g. Evaluate alternatives
- h. Compare best alternative with present job
- i. Decide whether to stay or quit
- j. Quit

It is therefore important, when assessing the reasons for turnover and devising remedial plans, to take account not just of employee dissatisfaction, but also of the possible alternatives open to employees, as well as the relative ease with which any such opportunities can be taken up.

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## **2.5 Measuring Employee Turnover**

The Chartered Institute of Personnel and Development (CIPD) in the United Kingdom developed a simple and most common way of measuring employee turnover. The method, according to the

CIPD (2013) is to measure the number of leavers in a period as a percentage of the number employed during the same period, usually on a quarterly or annual basis. This is sometimes called the separation rate (SR). This is expressed as follows:

$$\text{Separation rate (SR)} = \frac{\text{Number of leavers} \times 100}{\text{Average number working}}$$

The CIPD (2013) further states that, unless there are special circumstances such as a sudden large increase in the size of the workforce, the average number working is usually taken to be the number working at the start of the period added to the number working at the end, the total is then divided by two. This simple index is useful in comparing one organization's employee turnover with that of a local employer's, or with that of the industry as a whole. A crude turnover method involves most organizations simply tracking their crude turnover rates on a month by month or year by year basis. The formula is simply calculated as:

$$\text{Crude Turnover Rates} = \frac{\text{Total number of leavers over period} \times 100}{\text{Average total number employed over period}}$$

The total figure includes all leavers, even people who leave voluntarily, dismissal, redundancy or retirement. The weakness of this method is that it does not distinguish between categories of employees, e.g. by length of service, or whether turnover was voluntary or involuntary. It is also important for organizational practitioners to take a record of the retention rate for experienced employees. This is also referred to as the Stability Index (SI) and is calculated as:

$$\text{Stability Index (SI)} = \frac{\text{Number of staff with one or more years in service} \times 100}{\text{Number employed a year ago}}$$

The stability index formula stated above is consistent with the one devised by the CIPD which is calculated as follows:

$$\frac{\text{Number of employees with one year's service (or more) now} \times 100}{\text{Number of employees one year ago}} = \text{SI}$$

The stability index is most useful in comparisons over a period or with other similar organizations. Measuring employee retention rate and the costs of turnover to the organization is

vital in building a business case for thorough and effective recruitment and retention initiatives. This costing can be a part of performance appraisal ratings especially for line managers and gain top management support for employee management activities.

However, it is not all turnovers that attract costs to the organization; some are indeed beneficial and cost effective as discussed in the next section.

## **2.6 Reasons for Employees Turnover**

Employee turnover is caused by an array of work-related and non-work-related issues. The most common reason for an employee to leave their employment is job dissatisfaction. Sheehan (1995) discusses three categories for turnover; one of which is job dissatisfaction. Employees dissatisfied with their current situation at work are likely to find other employment. Job dissatisfaction may be a result of a few issues and thus progress into turnover. Employees may not be satisfied with their multiple duties or salary. Hom & Kinicki (2001) other employees may be dissatisfied with perceived promotion opportunities which in turn cause the employee to consider leaving the company. Employees may have reached the extent of their advancement or have been in the same position watching others rise past them. Werbel & Bedeian(1989). Job dissatisfaction is usually followed by job avoidance. Employees tend to avoid work by procrastinating, calling in sick, and simply not showing the proper care at their job. These symptoms are mostly noticeable and management should be aware of the actions employees take when they are dissatisfied with their jobs. Hom & Kinicki (2001).

Low compensation and other salary issues are also reasons for turnover, which can be considered a sub-category of job dissatisfaction. Most managers believe this is the main reason for turnover; this notion is questionable because it is a view from the manager's perspective. Laser(1980) Compensation issues may have been the most common reason for resigning given to management for leaving the job because maybe it can be understood and sometimes uncontested by management. Employees unsatisfied with their present pay will begin their job search unnoted (Employee turnover, 2000). Due to pay dissatisfaction, employees will search for a better job. Employees may also come across a better position outside the company without being dissatisfied with their present position, but the better position itself becomes the reason for leaving a company (Sheehan, 1995).

Another factor of turnover is the fact that many managers are unaware of the true cost of turnover, and others do not know the general core causes and those causes specific to their areas

of responsibility, therefore cannot take action (Employee turnover, 2000). Poor management deteriorates employee morale, and cannot determine the reasons people do not want to work there anymore. Management is not at fault in most cases; fault reflects on poor training (White, 1995). The lack of adequate training of employees is also a cause for turnover. This training includes that of management. Managers sometimes are not trained and oriented to deal with and prevent certain situations which cause management to miss the signs and warnings creating personnel management problems within the company (Laser, 1980). In addition, some managers are under the mistaken impression that turnover is simply going to happen and there is nothing to do to stop it. Granted, turnover cannot be stopped one hundred percent, yet it may be minimized dramatically by taking the proper actions and precautions (Employee turnover, 2000).

Hiring personnel are executing faulty or inadequate practices when screening and finally hiring employees. This situation creates a mismatch of the company and the employee (Noah & Yong-Pin, 2002). The decline in today's work ethics and record high job-hopping makes it extremely difficult for hiring mistakes not to occur. A large number of employee turnovers are due to hiring mistakes. During the interview process, the employee exposes one facet of themselves in an attempt to influence the hiring decision (Bowin & Harvey, 2001). The human resources department or the hiring manager is sometimes pressured to hire a body to fill the spot out the pool of applicants. The most qualified applicant may not suit the financial compensation, thus the company settling for the next best and sometimes a few people later next best.

Turnover rates may increase quickly due to any of these factors. The main problem is that most businesses do not have programs in place to assist in the identification of problems which may cause turnover (White, 1995). It seems that the most common answer is job dissatisfaction of some sort. Without any warning of the causes of turnover, it can become detrimental to a company in many forms.

In another view, the most common reason for employee turnover rate being so high is the salary scale because employees are usually in search of jobs that pay well. Those who are desperate for a job may take the first one that comes along to carry them through while searching for better paying employment. Also, employees tend to leave a company because of unsatisfactory performance appraisals. Low pay is good reason as to why an employee may be lacking in performance. (Rampur, 2009)

Stephen Laser (1980) offers various scenarios that may cause employee turnover. It is perceived by most, even though it is still questionable, that the main cause of turnover deals with salary issues. Shifting values may also have something to do with turnover and the change in today's work ethics. However, turnover can be attributed to three major causes: improper selection of personnel, the lack of an adequate orientation and training program, and organizational personnel management problems. Noah and Yong-Pin (2002) agree that properly selecting employees is in fact a huge aspect of employee turnover. During the selection of personnel phase of the hiring process a mismatch can occur between company or position and employee. The person job seeking is generally looking for more than one opportunity since they have or are willing to leave their present work. Careful consideration should be made when the job is finally offered to assure the prospect employee suits the position within the company and vice-versa.

Unequal or substandard wage structures fall under this category as well. "When two or more employees perform similar work and have similar responsibilities, differences in pay rate can drive lower paid employees to quit. In a like vein, if you pay less than other employers for similar work, employees are likely to jump ship for higher pay, if other factors are relatively equal." (Handelsman, 2009)

According to Laser, author of *Dealing with the Problem of Employee Turnover*, "Most people feel that the major cause of employee turnover is the issue of salary. While there is some support for this view, its importance has been greatly exaggerated; it is widely held because individuals frequently cite salary as their excuse for leaving, making the organization and its pay scale a convenient target for employee frustrations. This is largely due to the fact that few workers want to give more personal reasons for leaving and thereby risk the possibility of not receiving a good reference at a later date. Another major misconception is that today's turnover is the direct result of a decline in our nation's work ethic. While it is true that worker attitudes have changed dramatically in the last thirty years, the problem of turnover goes beyond this shift in values. Instead, the real causes of turnover seem to be linked to problems within the organization and not really attributable to attitudes carried by the influx of new employees. The unwillingness on the part of employers to look inward has served both to perpetuate and accelerate the turnover problem." (Laser, 1980)

According to Rampur (2009) the reason that employees leave is because of the lack of benefits available to them through the company in which they work. High employee turnover could also

be due to no potential opportunity for advancements or promotions. Employees prefer other companies which may provide them with higher posts and increased compensation packages.

Shamsuzzoha (2007) also emphasizes Rampur's idea, lack of opportunity for advancement or growth can cause a high turnover rate for any organization. "If the job is basically a dead-end proposition, this should be explained before hiring so as not to mislead the employee. The job should be described precisely, without raising false hopes for growth and advancement in the position. Since employees generally want to do a good job, it follows that they also want to be appreciated and recognized for their works. Even the most seasoned employee needs to be told what he or she is doing right once in a while."

Some employees jump from company to company because they prefer a working environment that is suitable for them. "If working conditions are substandard or the workplace lacks important facilities, such as proper lighting, furniture, clean restrooms, and other health and safety provisions, employees won't be willing to put up with the inconvenience for long." If an employee finds an appropriate work environment which is suitable for them in a specific company, they may work in that same organization for several years. (Handelsman, 2009)

Hom and Kinicki (2001) discuss the cause of turnover to be job dissatisfaction. They discuss this issue under the topics of inter role conflict and job avoidance. Inter role conflicts, referring to the multiple role employees play at work and the stresses that accompany them, decreases job satisfaction and thus increasing the likelihood of the employee leaving the company. Avoiding doing the work necessary for the job is an alternative to exiting the job that occurs when an employee is dissatisfied with his or her work. Job satisfaction minimizes the likelihood of job avoidance occurring. Sheehan (1995) discusses two other causes in addition to job dissatisfaction. People often leave their jobs for a better job or for reasons unrelated to the job. Employees in fact may be looking for a better opportunity and not suffer from job dissatisfaction (Noah & Yong-Pin, 2002). Other reasons play into the decision making process of leaving a job such as health, family, financial needs, etc. These reasons are unrelated to the job directly, but they have an effect on the decision rationale utilized by the employee (CBPR, 2015).

Another reason that employees may leave an organization is due to the lack of projects or assignments that do not require their full potential. "Employees would certainly leave if they don't get experience and are just placed on the 'bench'. There are many more causes which

contribute to employee turnover; such as lack of employee motivation, work pressure, job stress, partiality and favoritism, employee egos and attitudes, poor employee management." (Rampur, 2009)

A bad match between the employee's skills and the job can also be a reason for an employee to leave an organization. "Employees who are placed in jobs that are too difficult for them or whose skills are underutilized may become discouraged and quit. Inadequate information about skill requirements that are needed to fill a job may result in the hiring of either under skilled or overqualified workers." (Handelsman, 2009)

### **2.7 What Effects does Turnover have on an Organization?**

An excessive turnover rate regardless of cause has an enormous negative impact on the company and those employed with the organization. Sometime even consumer and customers suffer by the amount of change in the business. Employee turnover can have a negative effect on the performance of the business (Glebbeek & Bax, 2004). The most common find of the effects turnover has on an organization is financial loss. These costs can be separated into two categories. Tangible costs include the time spent in recruiting, selecting, interviewing, and training new employees. These expenses are visible and noted in the cost of advertising and manpower expenses. A manager spends time away from his principal duty to be involved in the hiring process. A certain amount of capital is lost due to the time devoted to other functions instead of managing everyday functions (White, 1995). Employee turnover can become expensive if not controlled by the company. The company has paid for the employees training and for those conducting the training and now has to do it over again (Laser, 1980).

Intangible losses include the loss of the knowledge the person leaving is taking with them. The greater the intellect of the person, the larger the loss. The company now must create a succession plan unless it is already in place due to high turnover (Kramer, 1999). The workload of the remaining employees is increased due to the missing person. Coworkers must now pick up the slack and work longer or more shifts until a new employee is hired, which also creates overtime in certain industries. Companies may have to deal with the negative publicity which follows businesses with high turnover rates (White, 1995).

It has to be noted that a financial burden on a company is not the only effect of turnover. It also takes a toll on the employees that remain with a company. Attitudinal and behavioral consequences occur with those staying with a business (Sheehan, 1995). Negative attitudes and

behaviors can be seen after the new workloads are issued to co-workers. Overworking remaining workers may create stress for them. On the other hand, positive reactions can be expected if the person was a poor performer or has left a higher rank position available (Kramer, 1999). Employees begin to compare their current situation with that of the former colleagues and start to develop conclusions about the situation. They also attempt to explain the reasons the person may have left and try to justify them (Sheehan, 1995).

Companies that predominately loss poor performers do not have as negative of an effect from turnover as those with a higher disproportioned turnover rate losing a greater number of its better performers.(Werbel & Bedeian, 1989) In this case the company is using turnover to its advantage. The effect is the opportunity to hire more effective replacements than those who left and quickly replace the knowledge lost.

## **2.8 Other Consequences of Turnover**

Employee turnover costs the company money. Companies may increase their stock price by reducing turnover (Employee turnover, 2000). There are tangible and intangible effects of turnover. Concrete costs can be seen in the time spent in recruiting, selecting, and training new employees. These values can be accounted for and calculated as can the fees spent on advertising and the manpower used to conduct interviews, review candidates, and conduct training. Managers instead of managing are spending time searching, interviewing, and hiring new employees; not to mention the paperwork involved (White, 1995). Another effect that turnover has on a company includes the loss of intellectual capital; this is losing people that have been trained and know things about the job which may not be quickly replaced. It reduces the morale while increasing the stress of those that stay because the remaining workers must fill in the slot left open while a replacement is found (Kramer, 1999). This might include working longer shifts and/or more days. All these intangible costs of increases workloads create turbulence within companies with high turnover. Negative publicity may also result from turnover being extremely at high levels (White, 1995).

Labor turnover is also commonly classified as either functional or dysfunctional. Allen and Griffeth (1999) assert that functional turnover is characterized by a situation where high-performance employees remain with the organization while poor performance employees leave. Van As (2001) points out that mobility can lead to organizational renewal and change, can clean

out 'deadwood', making it easier to introduce new ideas, can prevent complacency, and create mobility opportunities for existing staff.

Dysfunctional turnover is characterized by high-performance employees leaving and poor performance employees staying. The literature generally reports on the dysfunctional consequences of labor turnover to the organization. The literature on the negative consequences of attrition breaks attrition costs down into direct and indirect costs. Direct costs are those that occur in the short term after the resignation and are relatively easy to quantify. The direct costs of replacing an employee comprise recruitment and advertising costs, agency fees, applicant expenses, relocation expenses and all employment office expenses. Some of the components of indirect costs of turnover are: loss of knowledge (KPMG Management Consulting, 1998); productivity impacts; lowered morale of remaining staff; loss of momentum in the organization (Van As, 2001); loss of organizational memory (Hansen, Nohria & Tirney, 1999 and Van As, 2001) and customer dissatisfaction. It is extremely difficult to place exact estimates on the total financial impact of labor turnover, particularly as lost intellectual capital is almost immeasurable (Fitz-enz & Phillips, 1998). Much of the literature estimates the financial cost of the labor turnover of a knowledge worker to be equal to more than a year's salary (Michaud, 2000). The American Management Association (1997) reports the costs of the loss of a knowledge worker at between six and eighteen months salary. Branch (1998) believes the cost to be 150% of the departing person's salary. In summary, it is clear from the literature that turnover of knowledge workers in general has a large negative impact on organizations.

## **2.9 Labor Turnover Rates**

The Hay study of 500,000 employees in 300 companies in 50 countries (Hay, 2001) found that employee turnover has increased by 25% in the last five years and one third of people in current employment plan to move within the next three years. Key employee turnover is running at historically high levels in South Africa. The P-E Corporate Services survey (2001) of 700 South African companies shows that the turnover rate in general has risen from 7% in 1994 to 14% in 2001. In summary, if it is assumed from the literature that there is a 15% labor turnover amongst knowledge workers a year and that the total costs are equal to eighteen months salary, then the cost of knowledge worker turnover to an organization is equal to 22% of the total annual salary bill for these workers. Because of these costs, Maertz and Campion (2001) suggest studies be done on the avoidability of turnover, i.e. on the means of retaining knowledge workers.

## 2.10 Controlling Employee Turnover

According to George Zografos, "There are a host of issues focusing on employee turnover, good and bad. Actually, some turnover is good. New employees do bring in new ideas, attitudes and keep the organization fresh and current. Also, money is not the only motivator. As long as employees are being paid comparably to what other franchisees are paying then other factors comes into play--work environment, respect, responsibility and camaraderie play a huge role in keeping an employee. In fact, if your employee turnover is low and your goals are met, you can focus on why employees stay with your company and continue to strengthen and improve them. Either way, the turnover statistic is a valuable piece of information. The franchisor or franchisee organizations that achieve the lowest turnover statistic and maintain those levels are usually the ones that make it a priority." (Zografos, 2006)

Employers would be able to retain and attract well-qualified and talented personnel if they would make it a point to offer salaries that would be competitive. This would possibly resolve the problem of employees leaving based on low salaries. Employers should also offer attractive benefit packages. "There are many employees who are not aware of the benefits that are provided to them in their compensation package. The employers need to reduce their bureaucratic procedures in order for the employees to receive the best available benefits without any difficulty. They should make a note of what all benefits other organizations are providing, which may attract their current employees. Also, companies need to evaluate and modify their promotion policies in a fair way which would enable promotions for candidates only on the basis of employee performance." (Rampur, 2009)

"Offering voluntary benefits can help further important objectives for both employers and employees. Voluntary benefits—such as dental, long-term care and life insurance—can improve employers' employee retention and cost control objectives, while also addressing employees' growing concerns about a variety of financial issues." (Nugent, 2009)

According to Pires, there are nine steps an organization can take to reduce employee turnover. Pires says:

- 1) "Hiring employees with the right "fit" ensures compatibility which is critical to retention. Behavioral based interviewing and competency screening goes along way in determining personality, work style and potential match and success within your company.

- 2) Consider hiring older candidates who are seeking stability. Older applicants may not be looking for the development opportunities that their younger counterparts may be in need of.
- 3) Make sure you describe the job as accurately as possible so candidates will know what is expected. Misconceptions regarding the job responsibilities and work environment are one of the major causes of employee turnover.
- 4) Develop competitive compensation and benefit packages. Understand and research market pay ranges in your area and consider the value of benefits and employee perks; offering such extras to your workforce may be the key to your retention efforts.
- 5) Challenge your employees. Employees want to be challenged in the job they are performing to feel like they are growing both personally and professionally when challenged with attainable assignments.
- 6) Provide excellent supervision. Incompetent supervisors are often one of the first issues linked to employee turnover. No one wants to work for a manager who cannot adequately complete the tasks of his or her job, who is not passionate about the work being done, and who fails to provide regular feedback. Providing better employee supervision as well as enhanced communication helps decrease employee turnover.
- 7) Recognize employee success. It is important to let your employees know that their work does not go unnoticed. Employees are more willing to stay with a company if they feel a sense of pride and success in their work. When employees meet or exceed your expectations, show your appreciation for a job well done.
- 8) Provide an employee-friendly work environment. Be accommodating to your employees' outside demands. Providing employees with flexible schedules makes for a productive, satisfied workforce. The stress of balancing work and life diminishes when employees can work around their outside obligations.
- 9) Provide career advancement opportunities. Whenever possible, provide opportunities within the company for cross-training and career progression. Employees are seeking to develop them, and offering that opportunity to them may provide the satisfaction and stability they are seeking." (Pires, 2009)

The bottom line is that it's extremely important to understand the impact of turnover in your business and determine the reasons why employees are leaving. The most effective way to do so

is by conducting exit interviews with departing employees. This strategy alone will help you make adjustments that will reduce future turnover.

Employees blame work and thus become dissatisfied with their jobs as part of the inter role conflict caused by the combined responsibilities of work, family, community, and personal (Hom & Kinicki, 2001). Employers must accept the fact that there are inevitable circumstances for turnover such as age, gender, and health. A minor employed by a company does not have much input in the decision the adult caretaker makes in his or her life such as moving to a new location, changing schools, transportation, etc. The minor has certain house rules to obey which may or may not enhance work capability, availability, and flexibility.

Lynn Coleman (1989) offers ideas on how to correct and prevent employee turnover. Some of his recommendations include the institution of exit interviews and other methods of finding the reasons for people leaving the company. Surveys and interviews are excellent method by which to find information about people. Even though exit interviews sound as the best idea to get honest information from an employee because the thinking is what the employee has to lose, they have already quit, the employee certainly does not want to burn bridges, so even in that situation information may not be the outmost truthful and straight forward.

### **2.11 Preventive Actions to Reduce the Effects of Turnover**

The way to reduce some of the effects of turnover is to act during the stage in which the cause is being considered as a reason for leaving. Management needs the appropriate training in order to detect and be able to deal with certain situations that may arise in order to prevent the person from leaving. Employee issues should be taken care of before resignation is given (Employee turnover, 2000). Company leadership should be involved in practicing good personnel management techniques which will assist in the reduction of job dissatisfaction and thus turnover. Poor management is a cause of dissatisfaction, and can be resolved by using good management skills (Laser, 1980). Company training should be evaluated periodically as well as occasional audits of employee performances and standards evaluations should be conducted to gain a better perspective on employee satisfaction (Coleman, 1989).

Management should be involved in finding out the reasons people are leaving. They should also work to promote job satisfaction and create a stronger company loyalty. This information can be gathered by using exit interviews and surveys. Exit interviews may be too late for the person leaving, but it may help to keep others. Employee attitude surveys give the manager a better

understanding of how the employees feel about their jobs and can help gauge job satisfaction (Coleman, 1989). Managers should recognize that preventing turnover is a difficult task which requires knowledge of certain issues leadership should learn in order to be more successful at keeping employees and reducing the turnover rate. Open door policies are another form of gathering information and possible insight into employee job satisfaction and receive innovative and productive ideas to help keep the company at a healthy stage. (Coleman, 1989)

The selection process must be standard and those executing the process must abide by the standards developed by company leadership. Employees should be carefully selected and screened which will result in hiring better quality employees. If better people are hired, the results will be in mutual benefit; workers will be productive and are likely to stay longer with company. Productivity enhances job satisfaction (White, 1995). An extensive amount of time is spent improving hiring procedures in order to come up with the best possible candidate from those who have applied. Progress is being made, it is important to notice the limitations. There can be such thing as too much time spent investigating possible candidates. Candidates are more than likely looking at more than one job opportunity, so time is crucial. In addition, the more time spent, the more money spent and lost if the person turns over soon. This is not to say hire at will, only that hiring personnel should be accurate and effective as well as efficiently expedient. A human resource program properly designed to suit the needs of the company can very well reduce turnover which in turn can immensely improve the bottom line figures. Programs must operate efficiently and effectively in order to avoid capital losses from turnover. (Glebbeck & Bax, 2004)

Coleman (1989) discussed a list of recommendations to prevent turnover. This list covers just about every controllable issue that managers may come across.

- (1) Get involved in finding out the causes of turnover;
- (2) Bring attention to bottom line figures and how turnover affects everyone;
- (3) Have an open door policy style of managing to allow employees to comment on what might be bothering them about the job;
- (4) Realize there is more than one problem and pay attention to all. Stay alert;
- (5) Execute periodic audits of job satisfaction;
- (6) Have strict hiring standards; do not just fill the opening; and
- (7) Develop and constantly update training strategies

These seven suggestions by Coleman (1989) may help in evaluating the possibilities of employee turnover within the area of responsibility.

Turnover can have a detrimental effect on an organization and its employees if company management allows it. There are tools to assist in addressing the causes of turnover. Since turnover is often used as a performance indicator, maybe the preventive measures should be as well. It is impossible to eliminate turnover altogether; therefore, management must learn how to deal with it and the effects it has on a company. In addition, management should be better prepared to take the proper actions after a turnover event occurs. All efforts should be focused on maintaining employee job satisfaction and managing controllable causes of turnover. In conclusion, the assessment of the workplace environment is crucial and a regular system to capture and evaluate feedback must be in place in order to maintain a healthy work environment. Another method of acquiring information in the effort of preventing or minimizing turnover is to have an open door policy that allows the managers to hear of issues prior to escalating to the employee leaving. This could be a very excellent method of prevention as well as conducting self-audits to identify certain aspects as job satisfaction and exhaustion (Coleman, 1989). Findings about job satisfaction and exhaustion early may be crucial, since job dissatisfaction eventually leads in a progressive manner to the employee leaving the company (Hom & Kinicki, 2001). These findings have evolved to companies spending a large amount of time and money developing their employment procedures and hiring efforts. These efforts of finding the right candidate have created certain standards the company is looking for. This is more than requirements, in addition to attaining the most qualified available employees, establishing standards for recruiting assists in being consistent and maintaining an above par hiring procedure. It also allows for a better match of company and the employee (Coleman, 1989). More and more companies are relying on Human Resources programs designed to reduce turnover which in turn can result in a remarkable positive change to the bottom line (Glebbeck & Bax, 2004). Time must be spent reviewing education strategies. An adequate orientation and training program is necessary in order to well-equip personnel with the proper knowledge and skills necessary to do accomplish the job efficiently and effectively (Coleman, 1989).

Sheehan discusses that some effects of turnover do not necessarily affect the company directly; instead it takes a toll on the remaining employees or as referred to by Sheehan, stayers. The

stayers, in addition to being overworked, begin to compare their situation with the person who left and start to justify the reasons the person left and justify the reasons why they are staying.

## **2.12 Some Factors & Turnover Intentions in the Public Service.**

### **2.12.1 Demographic Factors**

Demographic factors that have been found to have stable relationship with turnover intention in past research include age, tenure, level of education, level of income, and job category (managerial or non-managerial). Several studies have reported negative relationship between turnover intention and three demographic factors, age, tenure, and income level (e.g., Arnold & Feldman, 1982; Cotton & Tuttle, 1986; Gerhart, 1990; Mobley et. al, 1979; Price & Mueller, 1986; Wai & Robinson, 1998; Weil & Kimball, 1995, and others). Amount of education, on the other hand, is found to be positively associated with turnover suggesting that the more educated employees quit more often (Berg, 1991; Cotton & Tuttle, 1986). Finally, Price and Mueller (1986) found that non-managerial employees are more likely to quit than managerial employees.

### **2.12.2 Controllable Factors**

Job satisfaction (satisfaction with pay, satisfaction with nature of work, and satisfaction with supervision), organizational commitment, and organizational justice (distributive and procedural) are the controllable factors in the framework. The relationship between job satisfaction and turnover is one of the most thoroughly investigated topics in the turnover literature. Many studies report a consistent and negative relationship between job satisfaction and turnover (e.g., Cotton & Tuttle, 1986; Arnold & Feldman, 1982; Bluedorn, 1982; Mobley, 1982; Price, 1977, and many others), as dissatisfied employees are more likely to leave an organization than satisfied ones.

### **2.12.3 Procedural & Distributive Justice**

Perceived fairness, or one is procedural justice and the other is distributive justice. Folger and Greenberg (1985) defined procedural justice as the fairness of the process in determining the outcomes, such as compensation and positions (Taormina & Kuok, 2009), and distributive justice as the fairness of the actual result of the determination. For instance, it is procedural injustice when a manager promotes an employee just because they are friends; and it is distributive injustice when the employees deserve more than they are currently having. Khatri et al (2001) found out that the procedural justice is negatively correlated to turnover intention while distributive justice is not. In research studying the factors related to turnover intention of casino dealers in Macau, Taormina and Kuok (2009) found a different result from the research of Khatri

et al (2001). They found a moderate negative correlation between distributive justice and turnover intention. As a result they consider the distributive justice as a core component of the employment relationship.

#### **2.12.4 Uncontrollable Factors**

Perceived alternative employment opportunities (PAEO) and job-hopping are two uncontrollable factors. PAEO refers to an individual's perception of the availability of alternative jobs in the organization's environment (Price & Mueller, 1986), and it is the function of labor market conditions. Employees perceive more alternative job opportunities when the job market is tight and less alternative job opportunities when there is unemployment. It should be noted, however, that PAEO is not the same thing as actual labor market conditions. Past research suggests that both PAEO and labor market conditions are positively associated with turnover (Hulin et. al, 1985; Steel & Griffeth, 1989).

Job-hopping (or bad attitude) is the second uncontrollable factor in the turnover framework. According to popular belief in both academic and practitioner circles, job-hopping is considered one of the most important factors causing turnover.

#### **2.12.5 Definition of Job-hopping**

The definition of job-hopping has two parts. First, people switch jobs because they have an itch to try out new things or simply because it is fun doing so. Ghiselli (1974) was the first to document a concept similar to job-hopping which he termed as 'hobo syndrome'. He defined the hobo syndrome as 'the periodic itch to move from a job in one place to some other job in some other place'. Ghiselli argued that this wanderlust is derived from instinctive impulses and does not seem to result from organized logical thought, but rather from the internal impulsiveness of individuals. Job hopping originates with the dissatisfaction experienced by an employee with his present job (Griffith, Hom, & Gaertner, 2000) which is followed by a search for alternatives (Trevor, 2001).

The second part of job-hopping consists of social influences or turnover culture. Abelson (1993) defined turnover culture as the shared cognition by organizational members that influence their decisions regarding job movement. Turnover culture makes hopping from one job to the other an acceptable behavior. If an employee has not changed his or her job for a long time, he or she feels increasing pressure to do so because of social influences/turnover culture.

### **2.12.6 Organizational Commitment**

Organizational commitment was defined as the strength of relationship between employee and the organization (Upchurch, Dipietro, Curtis, & Hahm, 2010). Park and Kim (2009) suggested that managers should focus on job satisfaction, organizational commitment and job characteristic to improve employee attitudes. In other words, the relationship is strong when the commitment is high and it is weak when the commitment is low.

Najafi et al., (2011) suggested that Organizational commitment refers to the extent of psychological attachment or dedicating oneself towards the organization to whole organization, it may change the behavior of employees (Lambert, 2003). The commitment is potentially more beneficial to the company because to reduce the costs of leaving (Suliman and Iles, 2000). Jooand Park (2010) thought that organizational commitment would be negatively related to employee turnover intention. Similarly, a larger number of researchers indicate that the relationship between an employee's turnover intentions and organizational commitment is negative (Lin and Chen, 2004; Van Breukelen et al., 2004).

Various factors were found to be correlated with the magnitude of organizational commitment. Maxwell and Steele (2003) found that workload, interpersonal relationship, recognition and pay expectation have impact to the level of commitment. For instance, the more conflicts and worse interpersonal relationship exist, the lower organizational commitment the employees possess. In the study conducted by Lee (2000), the author found that perceived organizational justice also had a positive correlation with organizational commitment. In addition, Schuler and Jackson (1999) commented that by including the employees as part of the organizational process, the magnitude of employees' organizational commitment will increase. These relationships blurred the position of organizational commitment as it may act as a mediating role between other factors (e.g. pay) and turnover. Nevertheless, researchers found close correlations between organizational commitment and turnover behavior. Milkovich and Newman (2002) argued that only highly committed employees would remain in the organization, even though they were offered a better pay by competitors. With a 3-year longitudinal study, Wong, Chun, and Law (1995) found that organizational commitment was an effective predictor of turnover intention.

### **2.12.7 Perceived Alternative Employment Opportunity**

Perceived alternative employment opportunity, also known as perceived ease of movement, is the perception of the availability of job alternatives (Lee & Mitchell, 2001). This perception is an

uncontrollable factor because it is closely associated with the external environment, such as availability of job vacancies and unemployment rate. In an early study they revealed the significant relationship between availability of jobs and voluntary turnover. Numerous studies acknowledged that the perception triggers the turnover intention (Griffeth, Hom, & Gaertner, 2000).

In addition to the market condition, educational background may affect the perception too. Mor Barak et al (2001) investigated that workforce with higher educational background perceived more employment opportunities. Higher educated workforce may consider their qualification as a competitive advantage over less educated workforce by having more choices of alternative positions.

As previously discussed, there were huge amount of job vacancies and the unemployment rate was extremely low in Macau. It was a test to the vulnerable turnover situation every time a new property opened its door. Theoretically speaking, such marketing conditions encourage a strong perception of alternative job availability. Indeed, Vong (2003) found two-thirds of the surveyed frontline employees in Macau had positive perceptions about alternative employment opportunity. She did not refer to the research of Mor Barak et al (2001), but she also found college degree holders had stronger perception in alternative jobs over those who only had primary or secondary education. Lee, Mitchell, Holtom, McDaniel, and Hill (1999) pointed out that the term ‘perceived alternative employment opportunity’ was not properly defined, because employees did not need to have an offer on hand in order to perceive the availability of job alternative. In addition, a general non-work option can be the ‘alternative’ in the mindset. In other words, employees may perceive availability of alternatives as long as they think they can get a job elsewhere, regardless it is now or later.

### **2.13 Job Satisfaction and Turnover Intentions**

Bright, L. “Does Public Service Motivation Really Make a Difference on the Job Satisfaction and Turnover Intentions of Public Employees?” In *The American Review of Public Administration* cited different authors’ opinion on the issue. Job satisfaction and turnover intentions are reflections of the outlook that employees have about their employment. This outlook is influenced by the degree to which employees’ salient needs are satisfied by their work. Employees display higher levels of job satisfaction, and subsequently lower turnover intentions, when the characteristics of their working environment satisfy their needs. One early debate in the

public administration literature centered on whether public employees were satisfied with the characteristics of public organizations (De Santis & Durst, 1996; Steel & Warner 1990). Some believed the bureaucratic nature of public organizations coupled with low salary levels inhibited high levels of job satisfaction among public employees (Finlay, Martin, Roman, & Blum, 1995; Rainey, 1989). Contrary to these expectations, most scholars found job satisfaction to be high among public employees at all levels of government (De Santis & Durst, 1996; Ellickson, 2002; Kamdron, 2005; Maidani, 1991; Schneider & Vaught, 1993; Ting, 1996, 1997), whereas other studies reached an opposite conclusion (Bogg & Cooper, 1995). The work conditions found to be the most influential on the job satisfaction and turnover intentions of public employees were the intrinsic nonmonetary characteristics of their work, such as good social relationships with coworkers and supervisors, promotion opportunities, professional development opportunities, and participatory management strategies (Borzaga & Tortia, 2006; DeLeon & Taher, 1996; Ellickson, 2002; Emmert & Taher, 1992; Kim, 2002, 2004; Wright & Davis, 2003).

Although scholars found public employees to have acceptable levels of job satisfaction, burnout was found to be a major threat in public organizations. For example, there is evidence that tenure is negatively related to the job satisfaction of public employees (Kamdron, 2005; Naff & Crum, 1999). In other words, the longer employees worked in public organizations, their job satisfaction decreased. Similarly, other studies have found burnout and exhaustion to be two of the most cited reasons individuals left public sector jobs (Kim, 2004; Samantrai, 1992).

#### **2.14 Public Service Motivation**

Bright, L. "Does Public Service Motivation Really Make a Difference on the Job Satisfaction and Turnover Intentions of Public Employees?" In *The American Review of Public Administration* cited different authors' opinion on the issue. Public service motivation is characterized as altruistic intentions that motivate individuals to serve the public interest. Many believe that PSM has an important impact on the characteristics, attitudes, and behaviors of public employees (Perry & Wise, 1990). Has research confirmed these expectations? Generally, there is some evidence that support these claims. For example, scholars have found that individuals with high levels of PSM tend to be female, highly educated, and/or managers (Bright, 2005; Dehart-Davis et al., 2007; Naff & Crum, 1999; Perry, 1997), and they have fewer years of tenure in public organizations (Moynihan & Pandey, 2007). Studies have also found that

employees with high levels of PSM are less likely to want monetary opportunities (Brewer et al., 2000; Bright, 2005) and are more likely to want nonmonetary opportunities (Bright, in press). There is additional evidence that employees with high levels of PSM are more tolerant of the characteristics of bureaucratic organizations (Scott & Pandey, 2005) and more likely to report activities that are harmful to the public interest (Brewer & Selden, 1998).

Is there evidence that PSM is connected to the job satisfaction and turnover intentions of public employees? The only published study to address this question was conducted by Naff and Crum (1999). Using a large sample of federal government employees, these scholars found strong connections between PSM and the job satisfaction and turnover intentions of public employees. Employees with high levels of PSM were found to be more satisfied with their jobs and less likely to leave their jobs when compared with their counterparts with lower levels of PSM. This finding suggests that PSM has a direct impact on the job satisfaction and turnover intentions of individuals in public organizations. Naff and Crum's (1999) findings are also consistent with Scott and Pandey's (2005) findings. That is, if PSM makes individuals more tolerant of the characteristics of bureaucratic organizations, then one would expect these individuals to have higher levels of job satisfaction and turnover intentions in public organizations. Not surprisingly, there are some inconsistencies in the PSM literature that must be considered.

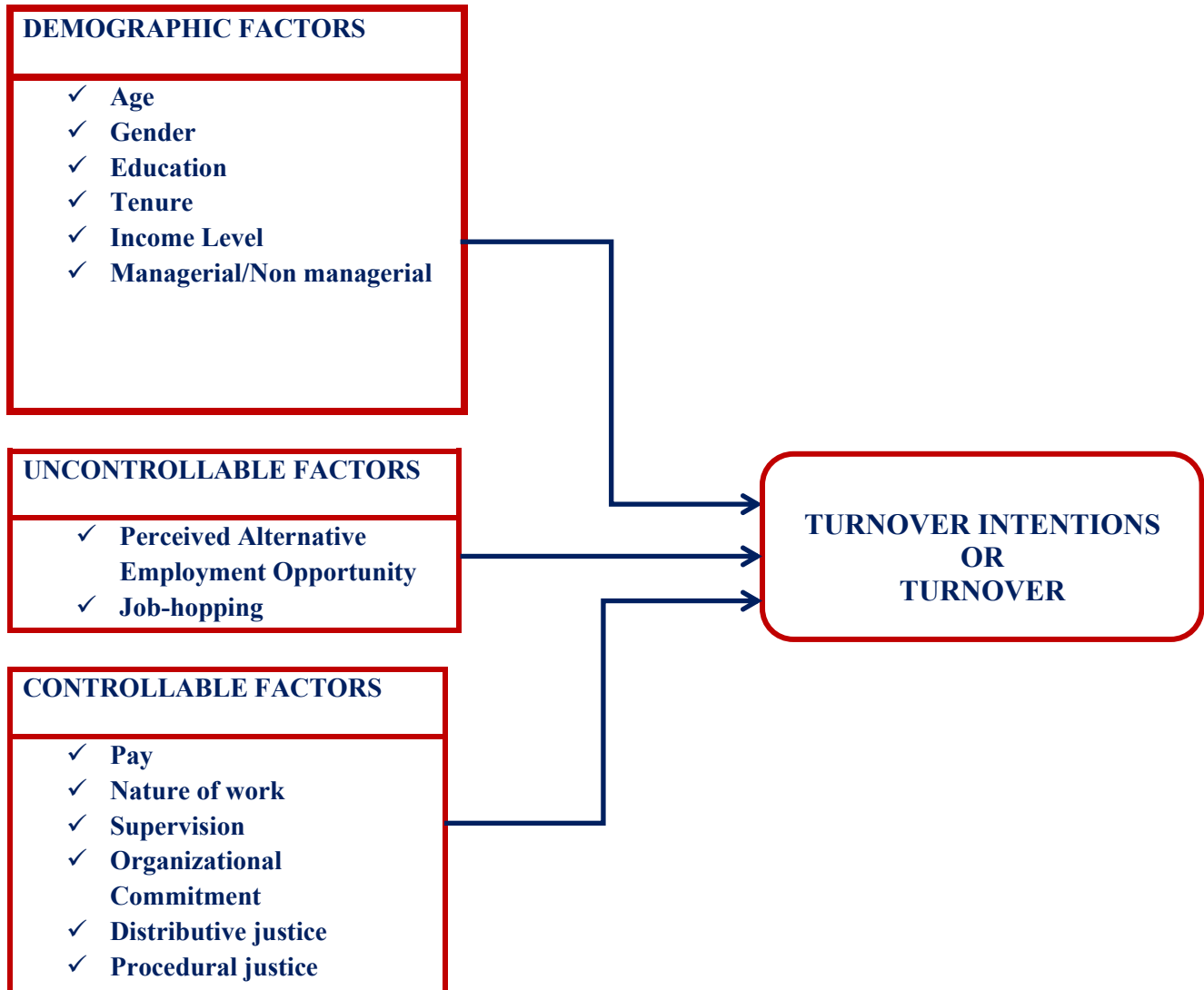
For example, if PSM consistently affects the job satisfaction and turnover intentions of public employees in a positive way, then one would expect individuals with high levels of PSM to work longer in public organizations than individuals with lower levels PSM. Yet, Moynihan and Pandey (2007) found that a significantly negative relationship exists between PSM and tenure in public organizations. This finding is similar to studies that found that tenure in public organizations was damaging to job satisfaction (Kamdron, 2005; Naff & Crum, 1999). Is there an explanation for the inconsistencies found in the PSM literature?

### **2.15 Theoretical Frame Work**

The present study used demographic variable, other variables influencing job attitude like, organizational commitment, and job satisfaction are used. The variables applicable are assumed to be the causes of turnover in our country context. From Hauskneht (2008) retention factors the researcher has used variables like: organizational commitment, lack of alternative job, non-work influence (supervisor) is developed and modified the following model.

The model is proposed using theoretical frame work conducted by different researchers. .

**Figure 2: Employee Turnover Model**



**Source:** Employee Turnover: Bad Attitude or Poor Management? (Unpublished) Naresh Khatri & Etal. Assistant Professor Nanyang Business School & Nanyang Technological University, Singapore

## **CHAPTER THREE RESEARCH DESIGN AND METHODOLOGY**

### **3.1 Research Type**

The research conducted is a descriptive & explanatory research. The researcher chooses because descriptive research has useful to identify present conditions and point to present needs, to study immediate status of a phenomenon, facts findings & to examine the relationships of traits and characteristics (trends and patterns).

Besides, the descriptive survey is more realistic than experimental research. Descriptive researches are oriented towards the descriptive of the present status of a given phenomenon. This type of descriptive research uses the questionnaire as research tool for data collection. (Yogesh, 2006)It is most frequently used in this type of research. Sometimes it is difficult to analyze the data. Only descriptive statistics can be used in this type of data. The sampling technique & the results get from the respondents are subjected to simple statistical analysis.

### **3.2 Research Design**

The research design to be employed in this study is both quantitative and qualitative research design. The study involves survey of different document and questionnaire (close ended) and an interview with management and HRM directorate have used. Employees turnover should be assessed and quantified by using 5-point likert scale method, and variables job satisfaction (with pay, nature of work, supervision), organizational commitment, existing job hopping, and perceived employment opportunities and turnover intention are explained.

### **3.3 Source of Data**

In attempt to address the assessment of turnover and its management practice and to provide possible recommendations, the researcher was using both primary and secondary data sources. With regard to primary data, the data collected through questionnaire filled by the terminated, existing employees and management staffs of the organization and interview conducted with management and other concerned body. Besides the history of terminated and existing employees data is collected from Human Resource Management (HRM) Directorate. In addition, personal discussion, and interview is made with these people in order to be acquainted with over all environment of the organization and efforts and performance made to reduce employees/staff turnover.

As far as secondary data is concerned, relevant information & data is collected from the organization, HRM books and literatures, web-sites (internet) and other available sources.

### 3.4 Population and Sampling Technique

For the purpose of this study, sampling technique is used systematic random sampling technique for existing employees and purposive (convenience) sampling method for the ex- employees of the organization. The sample is drawn from existing employees of the organization and terminated employees. Currently the organization has about 791 employees in 11 branches among these 10 branches are in Addis & it will be covered with this study .Those who fulfill the criteria of professional employees are 396.The sample is drawn from those who can fulfill the criteria of skilled employees(Federal Public Prosecutors) of the organization. Among these employees the sample taken is 80 which are not less than 20% of the target population. The sample taken is reasonable & representative of the target population in statistical terms. Descriptive research typically uses larger samples; it is sometimes suggested that one should select 10-20 percent of the accessible population for the sample. (Yogesh, 2006)

The sample interval was computed by dividing the sample frame with the number of sample, that is:

$$I = \frac{N}{n} \quad \text{where, } I = \text{Sampling Interval}$$

$N$  = the total number of elements in the entire population

$n$  = the number of sample elements

Applying the above formula helped me to determine the sampling interval [ $I$ ] that is approximately 5. Then by taking the numbers from 1 up to 5 (that are 5). I use a random sampling to select the first sample. The population element labeled as is randomly selected among the five labeled population elements within the sampling frame and it was applied the formula shown below to determine the rest 79 sample elements.

$$S_n = S_1 + (n-1) \cdot I, \text{ where } S_n = \text{the } n^{\text{th}} \text{ sample element } [n=1, 2, 3, 4, \dots, 80]$$

$$S_1 = \text{The first sample element}$$

$$I = \text{Sampling interval}$$

Example: 1 is randomly selected

By doing so, I had got population elements labeled by the figures 1,6,11, 16, 21, 26....., 381,386,391,396 to be included in the sample. It could be seen that it is extremely convenient to

select the sample in this way. The main point to note is that once the first two units in the sample are selected, the selection of the subsequent units in the sample is obvious.

### **3.5 Analysis of Data**

In meeting the objectives stated in the above section, data collected from structured questionnaire from both current & ex-employees is analyzed using SPSS particularly descriptive statistics like frequency, mean, percentage method, which clearly shows staff turnover and its retention practices using different variables, explained above.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

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

#### 4.1 Characteristic of the Population

Among the 396 current employees who are fulfilling the criteria & included in the research that are working in the Ministry at Head office & 10 branch offices in Addis Ababa the number of selected respondents were 80 (20%). Out of whom 75 (93.75%) have responded and returned the questionnaires.

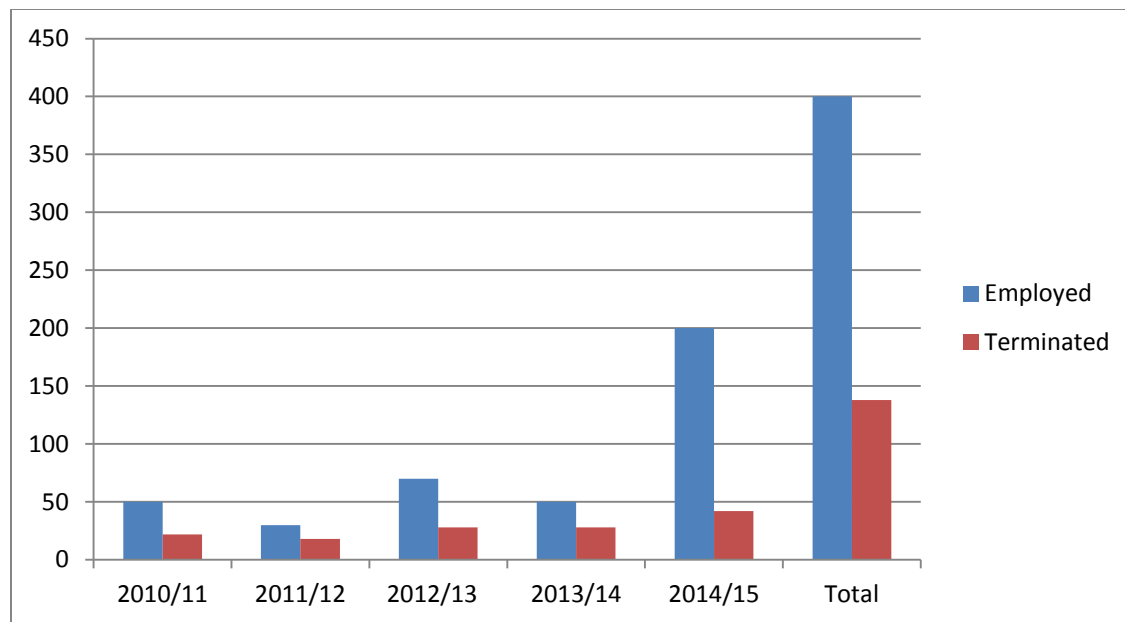
The second group was skilled ex-employees of the Ministry who voluntarily left the organization over the past five years. During the past five years, 138 skilled professionals resigned from the Ministry, out of whom only 28 had contact address in Addis Ababa which represents more than 20 % of the population. Among the sample of ex-employees 24 (85.7%) responded and returned the questionnaires.

#### 4.2. Turnover Rates

As indicated in Table 1 below, during the period between 2010/11 and 2014/15 the Ministry recruited a total of 400 employees. On the other hand, in the years under review 138 employees had terminated their employment with the Ministry. In the last budget year that is 2014/15 the percentage of employees who left the organization is low due to very high number of employment compare to the previous years, but the number of employees leaving the organization in the current year (2014/15) figure is high compared to the other years under review. The rate of employee turnover in the years under review is 44, 60, 40, 56 and 21 percent respectively.

Year	Employed	Terminated	Turnover Rate
2010/11	50	22	44%
2011/12	30	18	60%
2012/13	70	28	40%
2013/14	50	28	56%
2014/15	200	42	21%
Total	400	138	34.5%

**Source:** Ministry of Justice HRAD, April, 2016 (Computed by the Researcher)



**Figure 3: Turnover Rate Chart of MoJ.**

Source: Ministry of Justice HRAD, April, 2016 (Computed by the Researcher)

### 4.3 Views of Current Employees and Ex-Employees

The first part of the questionnaire consists of the demographic information of the participants. This part of the questionnaire requested a limited amount of information related to personal and professional demographic characteristics of respondents. Accordingly, the following variables about the respondents were summarized and described in the subsequent table. These variables includes: number of years the worker worked with the organization, number of years worked on the current job, age, sex, and the highest educational level achieved

In this subsection the views of both current employee and ex-employee respondents are presented.

Item	Measurement	Current Employees		Ex-Employees	
		Frequency	%	Frequency	%
Age Group	25 and below	18	24.0	6	25.0
	26 -30	29	38.7	10	41.7
	31 - 35	11	14.7	6	25.0
	36 - 40	11	14.7	2	8.3
	above 40	6	8.0	0	0.0
<b>Total</b>		75	100.0	24	100.0

As shown in table A-1, 24.0, 38.7, 14.7, 14.7 and 8.0 percent of the current employee respondents are in the age 25 and below, between 26 and 30; between 31 and 35; between 36 and 40 and above 40 respectively. 25.0, 41.7 and 25.0 percent of ex-employees' respondents are in the age 25 and below, between 26 to 30; between 31 to 35 and between 36 to 40 respectively. The majority of current and ex-employees respondents (77.33 and 91.67 percent respectively) are below the age of 35. No ex-employee above the age of 40 is included in the sample. Age is consistently and negatively related to turnover. Younger employees are more likely to resign than older employees. The data shows majority of the respondents are young and hence more probability of turnover.

This is not the only fact concerning the age of existing skilled employees of MoJ. Since there is frequent turn over & replacement by young employees the majority of the population under the study is dominated by younger employees under the age of 30.

Item	Measurement	Current Employees		Ex-Employees	
		Frequency	%	Frequency	%
<b>Gender</b>	Male	44	58.7	16	66.7
	Female	31	41.3	8	33.3
<b>Total</b>		75	100.0	24	100.0

Item	Measurement	Current Employees		Ex-Employees	
		Frequency	%	Frequency	%
<b>Marital Status</b>	Married	28	37.3	17	70.8
	Single	46	61.3	6	25.0
	Divorced	0	0.0	1	4.2
	Widowed	1	1.3	0	0.0
<b>Total</b>		75	100.0	24	100.0

As indicated in table A-2 and A-3, 58.7 and 41.3 percent of the current employee respondents are male and female respectively. In the case of ex-employees respondents, 66.7 and 33.3 percent are male and female respectively. This implies that the majority of the employees are males. The above table also shows that, 37.3 and 70.8 percent of current and ex-employees respondents respectively are married, 61.3 and 25.0 percent of current and ex-employees respectively are

single. The rest 1.3 and 4.2 0 percent of current and ex-employees respectively are widowed and divorced. In general cases and the literature say married employees were stay more in an organization than single employees. Meaning marriage is inversely proportional to quit. But, in this case most of the ex-employees are married. They may engage to marriage after resigning the ministry.

Item	Measurement	Current Employees		Ex-Employees	
		Frequency	%	Frequency	%
Educational Status	LLB	60	80.0	20	83.3
	LLM	15	20.0	4	16.7
<b>Total</b>		75	100.0	24	100.0

As indicated in tableA-4, and being the fact that all the studied population have an educational status of first degree & above 80.0 and 83.3 percent of current employees and ex-employees respondents respectively were qualified at first degree level; the rest 20.0 and 16.7 percent of current employee and ex-employee respondents respectively are qualified at second degree level. This indicates that almost all of the respondents are university graduates.

Item	Measurement	Current Employees		Ex-Employees	
		Frequency	%	Frequency	%
Experience in MoJ	Less than one year	9	12.0	4	16.7
	1 to 5 years	49	65.3	9	37.5
	6 to 10 years	11	14.7	8	33.3
	More than 10 years	6	8.0	3	12.5
<b>Total</b>		75	100.0	24	100.0

With regard to the item in the above table, that summarizes tenure of the respondents in the organization, 12.0, 65.3 14.7, and 8.0 percent of the current employee respondents served the organization for less than 1 year; 1 - 5 years, 6 - 10 years, and more than 10 years respectively.16.7, 37.5 and 33.3 percent of the ex-employees respondents served the organization for less than 1 year; 1 - 5 years, 6 - 10 years, and more than 10 years respectively.

As it can be seen, the majority of the respondents 65.3 and 37.5 percent of current and ex-employees respectively have served the organization for less than five years beginning from one, i.e. 1 to 5 years.

Item	Measurement	Current Employees		Ex-Employees	
		Frequency	%	Frequency	%
Experience in Last Position	Less than one year	19	25.3	10	41.7
	1 to 5 years	41	54.7	14	58.3
	6 to 10 years	9	12.0	0	0.0
	More than 10 years	6	8.0	0	0.0
<b>Total</b>		75	100.0	24	100.00

Table A-6, that summarizes years of service in respondents last position in the organization, 25.3, 54.7, 12, and 8.0 percent of the current employee respondents served for less than 1 year; 1 - 5 years, 6 - 10 years, and more than 10 years respectively. 41.7 & 58.3 percent of the ex-employee respondents served for less than 1 year, and 1 - 5 years respectively for the organization before they left. The majority of the respondents 80.0 percent of current and 100.0 percent of ex-employees served the organization for less than five years in their last position in MoJ.

Increased tenure strengthens the propensity for employees to remain. Tenure is consistently and negatively related to turnover. From the table, it can be observed that, the majority of current and ex-employees respondents served less number of years in the ministry which lead to increased skilled employees turnover.

Item	Measurement	Current Employees		Ex-Employees	
		Frequency	%	Frequency	%
Position Status	Managerial	8	10.7	5	20.8
	Non - Managerial	67	89.3	19	79.2
<b>Total</b>		75	100.0	24	100.00

Table A-7 shows the position status of current and x-employees.10.7 and 20.8 percent are managerial employees included in the sample for current and ex- employees. The greater share goes to non- managerial employees who consist of 89.3 and 79.2 percent of current and ex-employees. Here the researcher seen that the ex -employees managerial employees amount is

significantly large compare to there are few managerial positions. So, the theory managerial employees are less likely to quit than non - managerial employees may not work for type of population & profession which I took under the study. But, further research is needed.

**Table B-1a Job Satisfaction Questions for Current Employees**

No	Item	Sample	Response	Response Categories				
				SA	A	N	D	SD
Sp.1,2 & 3	Mean Percentage Value of Job Satisfaction with pay	75	%	13.8	16.9	23.5	33.3	12.4

**Table B-2a Job Satisfaction Questions for Current Employees**

No	Item (Satisfaction with Nature of Work)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Sn.1.2. & 3	Mean Percentage Value of Job Satisfaction with Nature of work	75	%	19.5	17.3	28.4	24.0	10.7

**Table B-3a Job Satisfaction Questions for Current Employees**

No	Item (Satisfaction with Supervision)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Ss.1.2. & 3	Mean Percentage Value of Job Satisfaction with Supervision			20.5	19.1	30.2	21.8	8.4

**Table B-1b Job Satisfaction Questions for Ex- Employees**

No	Item (Satisfaction with Pay)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Sp.1,2 & 3	Mean Percentage Value of Job Satisfaction with pay	24	%	11.1	13.9	20.8	34.7	19.4

**Table B-2b Job Satisfaction Questions for Ex- Employees**

No	Item (Satisfaction with Nature of Work)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Sn.1.2. & 3	Mean Percentage Value of Job Satisfaction with Nature of work	24	%	16.7	22.2	20.8	25.0	15.3

**Table B-3b Job Satisfaction Questions for Ex- Employees**

No	Item	Sample	Response	Response Categories				
				SA	A	N	D	SD
Ss.1.2. & 3	Mean Percentage Value of Job Satisfaction with Supervision	24	%	16.7	20.8	22.2	20.9	19.4

The above six tables shows the result of job satisfaction questions for current & ex- employees. As you have seen from Table B1a & Table B1b considering satisfaction with pay for current & ex- employees respectively for the stated three parameters most of the respondent gave “Disagree” and “Neutral” choices. The mean value for satisfaction with pay of the current and x- employees shows 13.8,16.9,23.5,33.3,12.4 & 11.1,13.9,20.8,34.7,19.4 percent’s for SA, A, N, D,SD values respectively. The highest proportion from the response in both cases is the “disagree” choice which accounts 33.3 & 34.7 percent for current and x-employees respectively. From the above result one can see that most of the existing & ex- employees are not happy with the payment and one can conclude that there is no satisfaction with pay in the eyes of the employees.

Table B2a and Table B2b shows the job satisfaction questions in relation with satisfaction with nature of work for current & x-employees respectively. The mean value for current employees shows 19.5, 17.3, 28.4, 24.0, and 10.7 for values SA, A, N, D, and SD respectively. For the x- employees the mean value is 16.7, 22.2, 20.8, 25.0, and 15.3 for values SA, A, N, D, and SD respectively. Here we can see that for current employees the highest proportion is “neutral” whereas for x-employees it is “disagree”. There is slight degree of difference between them. 28.4 for neutral and 25.0 for disagree. The second value which most employees agreed with is the vice versa “disagree” for the current employees & “neutral” for x-employees constituting 24.0 & 20.8 percent’s respectively. So, the satisfaction with the nature of work is low for both existing & x-employees and may lead current employees to quit.

Regarding satisfaction with supervision Table B3a and B3b the highest proportion is “neutral” for both existing and x-employees. Next to “neutral” the choice “disagree” got the second highest response for current employees & “agree” for x- employees. The mean value of the result for existing employees shows that 16, 13.3, 33.3, 24.0, 13.3 for values SA, A, N, D, SD respectively. For the x-employees the mean value is 12.5, 20.8, 25.0, 16.7, and 25.0 for values

SA, A, N, D, and SD respectively. The result shows that most of the current & x-employees give “neutral” answer regarding “satisfaction with supervision”. In the researcher’s opinion both of the groups are face a problem to give a clear answer concerning the satisfaction with supervision. Besides we could not in a position to say there is satisfaction with supervision or not.

**Table C-1 Organizational Commitment of Existing Employees**

No	Item	Sample	Response	Response Categories				
				SA	A	N	D	SD
Oc. 1- 8	Mean Percentage Value of Organizational Commitment	75	%	18.1	23.8	27.7	23.7	6.7

As we have seen in Table C-1 most of existing employees give “neutral” responses as a mean value concerning organizational commitment questions. Next to neutral, “agree” and “disagree” got almost an equal second higher proportion of the responses. Strongly agree also have 18.1%, which cannot be counted as small figure. When we add the strongly agree & agree answers of existing employees it consists about 42% of the total response .Of course this figure is less than half of the respondents. Here we can see that employees which answers they have less organizational commitment or they are neutral for the question have a very significant figure. Because of that the researcher thought that there will be a continuous turn over problem in the near future, since organizational commitment & turnover have a negative relationship.

**Table C-2 Organizational Commitment of Ex - Employees**

No	Item (Organizational Commitment)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Oc. 1- 8	Mean Percentage Value of Organizational Commitment	24	%	17.7	20.8	25.0	22.9	13.5

When we see the response to organizational commitment of x- employees, it shows more or less similar percentage distribution with that of the current employees. Most of the respondents choose neutral which consists of quarter of the responses, i.e., 25%. The strongly agree plus the agree consists 38.5 % and the disagree plus strongly disagree shows 34.4 %. Here we can see that positive and negative responses to the asked question have almost balanced response from

the x-employees. The response similarity with the existing employees strengthens the continuity of high turnover in which the Ministry of Justice will face.

**Table D-1 Distributive Justice Questions for Current Employees**

No	Item	Sample	Response	Response Categories				
				SA	A	N	D	SD
Dj. 1 - 4	Mean Percentage Value of Distributive Justice Questions	75	%	15.0	19.3	29.3	23.7	12.7

**Table D-2 Distributive Justice Questions for Ex - Employees**

No	Item (Satisfaction with Supervision)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Dj. 1 - 4	Mean Percentage Value of Distributive Justice Questions	24	%	19.8	18.7	25.0	19.8	16.7

**Table E-1 Procedural Justice Questions for Current Employees**

No	Item (Procedural Justice)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Pj.1	The rules, procedures and policies used to evaluate my performance are proper.	75	Freq.	13	16	21	11	14
			%	17.3	21.3	28.0	14.7	18.7
	<b>Mean %</b>			<b>17.3</b>	<b>21.3</b>	<b>28.0</b>	<b>14.7</b>	<b>18.7</b>

**Table E-2 Procedural Justice Questions for X- Employees**

No	Item (Procedural Justice)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Pj.1	The rules, procedures and policies used to evaluate my performance were proper.	24	Freq.	4	4	8	3	5
			%	16.7	16.7	12.5	33.3	20.8
	<b>Mean %</b>			<b>16.7</b>	<b>16.7</b>	<b>33.3</b>	<b>12.5</b>	<b>20.8</b>

When we see the distributive procedural justice questions for current & x-employees in the above tables D-1, D-2 & E-1 E -2 the response in both categories are distributed as Normal Curve. The two opposite sides almost maintain uniform results. In both cases the neutral value has a higher value. From this result one can guess that most of the respondents would not to say positive or

negative answers about the fairness of the evaluation. So, there should be clarity problems in the process of distributive & procedural justice.

**Table F-1 Job-Hopping Questions for Current Employees**

No	Item	Sample	Response	Response Categories				
				SA	A	N	D	SD
Jh. 1 - 3	Mean Percentage Value of Job Hopping	75		10.2	10.2	12.5	44.5	22.7

**Table F -2 Job-Hopping Questions for X- Employees**

No	Item (Job-Hopping)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Jh. 1 - 3	Mean Percentage Value of Job Hopping	24	%	12.5	9.7	12.5	38.9	26.4

Considering job hopping, the mean value for both current and x-employees shows more of disagree & strongly disagree results, which obtain 67.2 and 65.3 percent respectively. When we see the strongly agree & agree answers it have 20.4 & 22.2 percent mean results. Job Hopping is positive relationship with turnover. The result obtained in the research did not much with the literature. If we see the turnover rates of the past five years the minimum percentage is 31 percent for the year 2014/15. But, the positive results obtained by the research are by far less than even the minimum result of the past five years. As far as I understood from the respondents switching jobs without any concrete reason is very difficult & unfamiliar in our present socio-economic status. That is why most respondents gave the SD & D answer for job hopping questions.

**Table G -1 Turnover Intention Questions for Current Employees**

No	Item	Sample	Response	Response Categories				
				SA	A	N	D	SD
Ti. 1-3	Mean Percentage Value of Turnover Intentions	75	%	23.1	28.0	19.6	18.2	11.1

**Table G -2 Turnover Intention Questions for X- Employees**

No	Item (Turnover Intention)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Ti. 1-3	Mean Percentage Value of Turnover Intentions	24	%	26.4	27.8	19.4	15.3	11.1

Unlike job hopping the turn over intention questions show results which are coincide with the literature for both current & x-employees. The above tables G-1 & G-2 shows this fact clearly. The percentage of SA & A in both categories (current & x-employees) contributes more than 50% of the total questionnaires. This shows the turn over intention with the past time & present situation seems alike and the ministry will face high turnover with near future.

**Table H-1 Perceived Alternative Employment Opportunities of Current Employees**

No	Item	Sample	Response	Response Categories				
				SA	A	N	D	SD
Pa. 1-6	Mean Value of Perceived Alternative Employment Opportunities	75		22.9	30.7	30.7	6.7	5.3

**Table H-2 Perceived Alternative Employment Opportunities of Ex -Employees**

No	Item (Organizational Commitment)	Sample	Response	Response Categories				
				SA	A	N	D	SD
Pa. 1-6	Mean Value of Perceived Alternative Employment Opportunities	24	%	27.8	30.6	13.9	16.0	11.8

Similarly, like turn over intention questions Perceived Alternate Employment Opportunities show results which are coincide with the literature for both current & x-employees. The above tables H-1 & H-2 shows this fact clearly. The percentage of SA & A in both categories (current & x-employees) contributes more than 50% of the total questionnaires. This shows the Perceived Alternate Employment Opportunities with the past time & present situation seems alike and the ministry will face high turnover with near future.

For the perceived alternative employment the neutral answer also shows a significant high result for current employees, i.e., 30.7 percent. Whereas, for the x-employees only 13.9 percent. This shows x-employees are more confident to answer this part of questionnaire, because most of them are self-employed as advocate & consultant at law and they are already out of the system.

#### **4.4 Views of the Management on Employee turnover**

In this subsection, the results of the interview made with the Human Resources Administration Directorate Director on issues related to intensity, reason, cost of employee turnover and retention mechanisms followed by MoJ to tackle the problem are presented .The results are

important in providing comparison on what management think as causes of employee turnover and what employees perceive as causes of turnover at MoJ.

#### **4.5 Reasons for Termination**

The Management of MoJ is aware of the mobility of skilled manpower which occurs at a significantly higher rate which has its own impact on delivering quality service to the public .As per the view of the Human Resources Administration Directorate; the organization is losing its skilled manpower mostly because there is strong wish to start their own private businesses related with their profession, meaning they shift from prosecutor to legal advocate. Of course, this is not the only reason what skilled employees left the organization. Some other few employees left the organization to other organizations like: Ministry of Inland Revenue, NGO's, and other private business organizations, especially banks & other financial institutions by seeking better compensation packages than MoJ.

Exit interviews were made when employees leave the organization. Management tried to understand the reason for termination via the application letter of employees submit when they resign & through exit interviews. Since, the employees held the job which has great responsibility none of them were quit job without submitting resignation letter if and only if a force majeure is occurred to the employee. These employees simply quit their job without informing the Ministry. Of the remaining employees who submitted letter of resignation, seventy percent of them stated no reason why they are quitting their job. The remaining submitted resignation letters contained reasons such as educational opportunity and family problem.

The manager feels that the compensation system of the organization is good. The mentioned employees have better salary & benefit packages compare to other public service organizations. The main reason according to him that employees are leaving the organization is not due to the poor salary employees get. Most employees leave the organization to exercise their academic discipline & the work experience which they got from MoJ as a legal advocate independently. Few ex-employees joined organizations that they have a very attractive salary and benefit packages than MoJ.

In relation to the relationship between management and employees, he believes that there is smooth relationship between management and employees as there is no dispute or grievance raised to the administration attention by the employees.

The Director also stated that the organization has formal orientation & training program for new employees through Legal Drafting & Dissemination Directorate.

#### **4.6 Cost of Turnover and Retention Mechanisms**

The Ministry uses newspaper advertising mostly Addis Zemen, to notify potential applicants for available posts. It costs on average ten to fifteen thousand Birr to advertise the posts on the newspaper. Since the ministry made a vacancy announcement once or twice a year to replace the resigned employees the cost of advertisement is as such not significant for an individual. The Ministry measures only the cost of advertising and other costs such as induction costs, training and socializing costs, and selection costs are not measured.

As a retention mechanism, the government (the council of ministers) declares a special provision to decide the privilege, salary & benefit packages of judges & prosecutors. This compensation package is so much better than other public civil servants and we can say it is improved & attractive salary. The management of MoJ is not convinced that the main reason why most of its employees are leaving is due to the poor salary scale it has.

The organization also uses training & development program as one of the retention mechanism. Got Many employees got free scholarship for their master's degree in the country and abroad with the premise that they enter a commitment to serve for 2 up to 5 years for the organization. The scholarship is given for employees who have two or more years in the organization. Employee who has less than two years of service is not obliged to register for competition for scholarship. With this sense the organization implements a dual phase retention mechanism to keep up skilled employees.

Concerning interview questions to HRAD (Human Resources Administration Department) and the management the researcher summarizes the answers in the following way:

- ✓ HRAD & the management were so aware of employees' turnover and they were implement different mechanisms as much as possible to retain them. Mobility of skilled employees from the organization is a serious problem & they dealt with it .Improving employees financial benefits, education & training opportunities, restructuring & implementing career structure were the main activities to improve employees stay in the ministry & to attract new ones.

- ✓ Long term development programs such as second degree & above were associated with service agreements in order to retain skilled employees for very reasonable time for successful succession.
- ✓ Besides, the ministry employment policy encourages female participants i.e. 65% of new employees are women. This policy has dual fold benefit in the eyes of the management. The first is it helps the participation of women as affirmative action and the second is female employees are less intention to turn over & they are more loyal than male ones.
- ✓ There is an exit interview when employees resign from the ministry. Majority of the reasons for resignation are health problems (sickness) .But, the management does not believe that was the main reason for turnover.
- ✓ As far as possible there was/is/will equal opportunity for employees in the ministry. Besides, the evaluation system, the procedural & distributive justice is fair & equal for all employees.
- ✓ Employees are primarily the core success/failure of the organization in the MoJ context. The organization is meaningless without them. So, we strongly believe that they are the important assets of the ministry & their roles cannot be replaceable.
- ✓ The ministry beliefs there are adequate financial compensation for the employees under the study.
- ✓ There is a smooth relationship between the management & employees.
- ✓ We hope there is/will be improvement concerning turnover compare with the few past years (five years).
- ✓ We hope all employees are aware of turn over & they rise up repeatedly as discussion issue at different meeting forums organized by the ministry.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Summary**

This study investigated the effects of employee turnover in the Ministry of Justice (MoJ). The study was conducted through a samplings survey using existing employee, ex-employees, and 2 department heads. Data collection was made in the month of April, 2016 by the use of questionnaire, interview, and document analysis techniques. Data that was collected was analyzed through percentage and frequency. In this chapter attempt is made to present the findings of the study, draw conclusions and make recommendations. The summaries are presented along research objectives. The general objective of the study is to see the relationship between turnover and some independent variable (demographic, uncontrollable or controllable) in the MoJ and to provide possible mitigation mechanisms in order to reduce high employees' turnover & retain them.

The research uses knowledge public service literature and voluntary employee turnover to create a frame work. The research & literature indicate that job dissatisfaction, organizational commitment & alternative employment opportunities are relevant to voluntary turnover employees.

The result suggests that the availability of alternative employment opportunities, job satisfaction and that of organizational commitment are significantly to voluntary turnover of public prosecutors.

#### **5.2 Conclusions**

- ✓ The demographic variables show the majority of ex-employees are male, having an age range below 30 years and work experience 1-5 years. This shows that similar characteristics of the existing employees expect to have strong turnover intentions than others.
- ✓ Most employees of the organization are young and a minimum of first degree holders who have more intention for turnover.
- ✓ Apart from age and tenure, personal characteristics of employees appear to have little relationship to turnover.

- ✓ The analysis and interpretation of the data collected identifies a range of factors that have been shown to be consistently linked to turnover. These include organizational commitment, job satisfaction, perceived alternative employment opportunities and intentions to quit.
- ✓ As the result shows Procedural & Distributive Justice in the study context have very few or neutral function in the intentions of turnover. The majority of the respondents and the management believe that the treatment is fair.
- ✓ Concerning Job-hopping (Switching job without any reasons) has no relation with intentions of turnover intentions. And it could not be the reason of turnover in the studied context.
- ✓ Evidence on the role of pay is still somewhat inconclusive, although keeping pay in line with market rates is certainly critical to retaining staff. Apart from age and tenure, personal characteristics of employees appear to have little relationship to turnover.
- ✓ Management of the organization is aware of skilled manpower turnover that the organization is facing.
- ✓ Gender issues are given greater position by the management of the organization in relation with hiring new employees.

### 5.3 Recommendations

While these factors can help employers to understand the general nature of turnover and its likely causes, the retention strategies adopted within the organization tend to cover a unique mix of measures and approaches specifically targeted at the particular problem they face. Understanding the problem is key to devising an effective retention strategy.

- ✓ The Ministry of Justice (MoJ) employment policy to hire more female employees is useful in retaining employees & reducing turnover. The researcher strongly advises this practice to have continuity for good.
- ✓ Associating Training & Development Programs with service agreements, especially long term development programs such as second degree & above are also useful for both parties. It is better to continue.
- ✓ The study result shows most of the current & x-employees have lack of job satisfaction ; in contrary most of them do not have a problem on procedural & distributive justice they were served .This means , the lack of job satisfaction problems were rise from another

discomfort. The management should examine this hidden problem expected to reach at a solution & to revive the job satisfaction of its employee's in order to retain them.

- ✓ Managers of the organization should approach employees at their work place, particularly identify employees with dissatisfied and address issues not to leave their jobs. The higher the participation of employee in the decision making process, the faster for its implementation and employee satisfaction. Hence managers should encourage, employees to participate the decision making process of the organization core programs.
- ✓ When experienced employee is leaving the organization, replacement is made with fresh graduates with no prior experience before. This makes the stayed employees to be loaded and to hate their job. So, it is better to hire both fresh & experienced employees in replacing the resignees.

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## **Appendix A: Structured Questionnaire**

### **Addis Ababa University School of Commerce Master of Arts Program in HRM**

#### **Questionnaire to be filled by Employees of Ministry of Justice (MoJ)**

This Questionnaire is designed by HRM department post graduate student of Addis Ababa University School of Commerce for preparing a thesis on the title “Assessment of Employees Turnover in Public Service Organizations (The Case of Ministry of Justice)”. The questionnaire is designed for the object of investigating the intentions of turnover in the Ministry of Justice (MoJ). It is prepared only for pure academic purpose and hence the respondents have felt comfortable enough on giving their response because your response will be maintained confidential. Your genuine and honest response is highly regarded for the paper's credibility.

- ◆ I highly appreciate the dearest time you spend on filling this questionnaire.
- ◆ Thank you in advance for your cooperation.

#### **Instruction: -**

- ◆ Use thick  mark in the given boxes and fill the blank spaces with ideas that express your true feeling.
- ◆ Use additional paper if the space is not enough for your personal comment.
- ◆ Thick only one Box.

**Thick Only One Box****I. General Background of Respondents**

1. Your age group

Below 25     31-35     Above 40   
25-30     36-40

2. Sex

Male     Female 

3. Marital Status

Married     Single     Divorced 

4. Educational Status (Qualification)

Bsc/BA/LLB  Msc/MA/LLM     PhD/LLD 

5. Your Service in MoJ

Less than one Year     1 to 5 Years   
6 to 10 Years     More than 10 Years

6. Your Service in Your last position

Less than one Year     1 to 5 Years   
6 to 10 Years     More than 10 Years

7. Your Current Position Status

Managerial     Non –managerial

## II. Items Concerning Turnover of Employees & Retention Mechanisms.

**Note:** Select only one among the options given below

1=Strongly Agree (SA) 2=Agree (A) 3=Neutral (N)

4= Disagree (D) 5= Strongly Disagree (SD)

No	Job Satisfaction Questions	SA	A	N	D	SD
		1	2	3	4	5
	<b>Satisfaction with Pay</b>					
Sp.1	Considering what it costs to live in this area, my pay is adequate					
Sp.2	For the job I do, I feel that the amount of money I make is good					
Sp.3	The way pay is handled around here make it worthwhile for a person to work especially hard					
	<b>Satisfaction with Nature of Work</b>	1	2	3	4	5
Sn.1	There is chance to try my own methods of doing the job,					
Sn.2	There is chance to do something that makes use of my abilities,					
Sn.3	There is freedom to use my own judgment					
	<b>Satisfaction with Supervision</b>	1	2	3	4	5
Ss.1	I ever have the feeling I would be better off working under different supervision					
Ss.2	The supervision I receive is the kind that encourages me to give extra effort					
Ss.3	The way I am treated by those who supervise me influence my overall attitude toward my job					
	<b>Organizational Commitment</b>	1	2	3	4	5
Oc.1	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful,					
Oc.2	I talk up this organization to my friends as a great organization to work for,					
Oc.3	I feel very strong loyalty to this organization.					
Oc.4	I find that my values and the organization's values are very similar,					
Oc.5	I am proud to tell others that I am part of this organization,					
Oc.6	This organization really inspires the very best in me in the way of job performance,					
Oc.7	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined,					
Oc.8	I really care about the fate of this organization					

No	Distributive Justice	1	2	3	4	5
Dj.1	I receive the evaluation that I deserved,					
Dj.2	The evaluation reflect the quality of my performance,					
Dj.3	An independent observer from outside the organization would have made a similar judgment about my performance,					
Dj.4	I consider the evaluation to be fair.					
	Procedural Justice	1	2	3	4	5
Pj.1	The rules, procedures and policies used to evaluate my performance is proper.					
	Job-Hopping	1	2	3	4	5
Jh.1	To me, switching jobs is kind of a fun,					
Jh.2	I switch jobs because my colleagues do so,					
Jh.3	I tend to change jobs for no apparent reasons.					
	Turnover Intention	1	2	3	4	5
Ti.1	I will likely actively look for a new job in the next year,					
Ti.2	I often think about quitting,					
Ti.3	I probably look for a new job in the next year.					
	Perceived Alternative Employment Opportunities	1	2	3	4	5
Pa.1	If I quit my current job, the chances that I would be able to find another job which is as good as, or better than my present					
Pa.2	If I have to leave this job, I would have another job as good as this one within a month,					
Pa.3	There is no doubt in my mind that I can find a job that is at least as good as the one I now have,					
Pa.4	Given my age, education, and the general economic condition, the chance of attaining a suitable position in some other organization is high					
Pa.5	The chance of finding another job that would be acceptable is high,					
Pa.6	It would be easy to find acceptable alternative employment					

## **Appendix B: Structured Questionnaire**

### **Addis Ababa University School of Commerce Master of Arts Program in HRM**

#### **Questionnaire to be filled by Ex - Employees of Ministry of Justice(MoJ)**

This Questionnaire is designed by HRM department post graduate student of Addis Ababa University School of Commerce for preparing a thesis on the title “Assessment of Employees Turnover in Public Service Organizations (The Case of Ministry of Justice)”. The questionnaire is designed for the object of investigating the intentions of turnover in the Ministry of Justice (MoJ). It is prepared only for pure academic purpose and hence the respondents have felt comfortable enough on giving their response because your response will be maintained confidential. Your genuine and honest response is highly regarded for the paper's credibility.

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25-30       36-40

## 2. Sex

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## 3. Marital Status

Married       Single       Divorced

## 4. Educational Status (Qualification)

Bsc/BA/LLB  Msc/MA/LLM       PhD/LLD

## 5. Your Service in MoJ

Less than one Year       1 to 5 Years   
6 to 10 Years       More than 10 Years

## 6. Your Service in Your last position

Less than one Year       1 to 5 Years   
6 to 10 Years       More than 10 Years

## 7. Your Current Position Status

Managerial       Non –managerial

## II. Items Concerning Turnover of Employees & Retention Mechanisms.

**Note: Select only one among the options given below**

1=Strongly Agree (SA) 2=Agree (A) 3=Neutral (N)

4= Disagree (D) 5= Strongly Disagree (SD)

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		1	2	3	4	5
	<b>Satisfaction with Pay</b>					
Sp.1	Considering what it costs to live in this area, my pay is adequate					
Sp.2	For the job I do, I feel that the amount of money I make is good					
Sp.3	The way pay is handled around here make it worthwhile for a person to work especially hard					
	<b>Satisfaction with Nature of Work</b>	1	2	3	4	5
Sn.1	There is chance to try my own methods of doing the job,					
Sn.2	There is chance to do something that makes use of my abilities,					
Sn.3	There is freedom to use my own judgment					
	<b>Satisfaction with Supervision</b>	1	2	3	4	5
Ss.1	I ever have the feeling I would be better off working under different supervision					
Ss.2	The supervision I receive is the kind that encourages me to give extra effort					
Ss.3	The way I am treated by those who supervise me influence my overall attitude toward my job					
	<b>Organizational Commitment</b>	1	2	3	4	5
Oc.1	I am willing to put in a great deal of effort beyond that normally is expected in order to help this organization to be successful,					
Oc.2	I talk up this organization to my friends as a great organization to work for,					
Oc.3	I feel very strong loyalty to this organization.					
Oc.4	I find that my values and the organization's values are very similar,					
Oc.5	I am proud to tell others that I am part of this organization,					
Oc.6	This organization really inspires the very best in me in the way of job performance,					
Oc.7	I am extremely glad that I chose this organization to work for over others I was considering at the time I joined,					
Oc.8	I really care about the fate of this organization					

No	Distributive Justice	1	2	3	4	5
Dj.1	I receive the evaluation that I deserved,					
Dj.2	The evaluation reflect the quality of my performance,					
Dj.3	An independent observer from outside the organization would have made a similar judgment about my performance,					
Dj.4	I consider the evaluation to be fair.					
	Procedural Justice	1	2	3	4	5
Pj.1	The rules, procedures and policies used to evaluate my performance is proper.					
	Job-Hopping	1	2	3	4	5
Jh.1	To me, switching jobs is kind of a fun,					
Jh.2	I switch jobs because my colleagues do so,					
Jh.3	I tend to change jobs for no apparent reasons.					
	Turnover Intention	1	2	3	4	5
Ti.1	I will likely actively look for a new job in the next year,					
Ti.2	I often think about quitting,					
Ti.3	I probably look for a new job in the next year.					
	Perceived Alternative Employment Opportunities	1	2	3	4	5
Pa.1	If I quit my current job, the chances that I would be able to find another job which is as good as, or better than my present					
Pa.2	If I have to leave this job, I would have another job as good as this one within a month,					
Pa.3	There is no doubt in my mind that I can find a job that is at least as good as the one I now have,					
Pa.4	Given my age, education, and the general economic condition, the chance of attaining a suitable position in some other organization is high					
Pa.5	The chance of finding another job that would be acceptable is high,					
Pa.6	It would be easy to find acceptable alternative employment					

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### Appendix- C

#### Interview questions to HRAD (Human Resources Administration Directorate) and the Management

1. Are the HRAD & management aware about employees' move of the organization?
2. Do you feel that the mobility of skilled manpower from the organization is a serious problem?
3. Do you make exit interview, when employees resign? If yes, why did they leave the organization?
4. If exit interview was not made, what possible reasons can be mentioned for employee resignation? What is your view regarding reasons for turnover of employees?
5. Do you feel that there exists equal opportunity for promotion for all employees of the organization?
6. How does MoJ recognize employee contribution?
7. Do you feel that employees of MoJ earn adequate financial compensation when compared to the market?
8. Do you think that there exists smooth relationship between management and employees?
9. How do you characterize communication system between management and employees at different level of the organization?
10. Do you give employees orientation during recruitment time?
11. What cost the organization incur due to turnover?
12. What retention mechanisms the organization made to proactively retain existing employees?
13. What is the view of current employees to stay in the organization?
14. Do all employees aware about turnover of the organization?