

**Addis Ababa University
School Of Graduate Studies**

**Staff Turnover in International Non-Governmental
Organizations (NGOs): A Case Study of International
Rescue Committee (IRC)**

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of the Degree of Masters of Business Administration**

Submitted By

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A Case Study of International Rescue Committee (IRC)

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Statement of Certification

This is to certify that Ato Yared Debebe has carried out his research work on the topic entitled **Staff Turnover in International Non Governmental Organizations (NGOs) - A Case Study of International Rescue Committee (IRC)**.

The work is original in nature and is suitable for submission for the award of Masters Degree in Business Administration (MBA).

Advisor: Professor G.Krishna Murthy

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Statement of Declaration

I, Yared Debebe declare that this study, **Staff Turnover in International Non Governmental Organizations (NGOs) - A Case Study of International Rescue Committee (IRC)**, is my own work. I have carried out the present study independently with the guidance and support of the research advisor, Professor G. Kirshna Murthy. The study has not been submitted for award of any Degree or Diploma Program in this or any other Institution. It is in partial fulfillment to the requirement of the program Masters Degree in Business Administration (MBA).

Yared Debebe

Date: _____

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Abstract

This project paper aims to analyze the staff turnover of international non governmental organizations (NGO) and particularly the case of the International Rescue Committee (IRC).

Non government non profit organizations are one type of the institutions that provide employment opportunities in addition to the private sectors and government institutions. The success of NGOs is determined by the availability and commitment of efficient and effective human resources. However, currently most of the NGOs are highly affected by staff turnover and therefore the quality of the service they provide to the beneficiaries is affected and the financial and non-financial cost of replacing vacant posts is significantly increased.

In order to identify the causes and impact of the staff turnover in IRC, the project has used both primary and secondary data. With regard to primary data, first hand data have been collected through questionnaire filled by twelve terminated, thirty one existing non-management and seven management staffs of the organization selected based purposive sampling. Moreover data about the trend of both existing and terminated staff were collected from the organization.

IRC (An American NGO) was founded at the suggestion of Albert Einstein in 1933 with the objective to assist Germans suffering under Hitler. Currently it works in twenty five countries and fifteen are found in Africa. IRC Ethiopia program has started in 2000 in response to the severe drought in Somali Region. With 209 permanent employees IRC Ethiopia participate in education and Community service, Environmental Health (Water and Sanitation), Health, and other sectors in the four refugee camps and local communities.

Since from the period 2004/2005 to 2006/2007 the total number of staffs terminated from the IRC is counted to 89. However, though the organization does not keep detailed record for each resigned/terminated staffs, the total number of terminated staffs since from establishment is around 174. This indicates that the organization has lost almost 45% (174 out of 383) of its employees due to different reasons. The analysis of the three year period figures portray that most of the employees are terminated /resigned from the IRC during the first months of their employment period. Of the total terminated 89 employees, the highest share of terminated staff based on position is counted for the Officer and Assistant positions. Regarding termination based on filed office Assosa and department Education and Community service takes the lion shares.

The findings of the study also revealed that the causes of staff turnover are a combination of factors. Family problems, poor leadership, dissatisfaction with the job, better opportunity in other organizations, dissatisfaction with the area, and educational opportunity are some of the causes. Based on the findings recommendations are suggested.

Chapter One

Introduction

Non government non profit organizations are one type of the institutions that provide employment opportunities in addition to the private sectors and government institutions. Nonprofit non Government Organizations are organizations with funds and programs managed by its own trustees or directors, established to maintain or aid social, educational, charitable, religious, or other activities serving the common welfare¹. They include lower level organizations such as community groups, associations, co-operatives religious and private development organizations.

Non government organizations (NGO) participation in the development activity of the country was back to the early twentieth century. Although their primary objective at that time was spiritual, the European missionaries were participated in the expansion of education and health care services. However, after the break of the 1973/74 famine, the NGOs emerged as important participants in the development and emergency relief efforts of the country. Since 1973 the participation of non government organizations in the charity, emergency and famine response, and participate in the development of the local economy as well as capacity building of the people in which they execute their operations have been increased².

The contribution of NGOs in the emergency response as well as their participation in the development and charity activities has been well known by the Federal as well as the

¹ Microsoft ® Encarta ® Reference Library 2005

² CRDA & DPPC 2004, Information Package on NGO Contributions, PP 1

local (regional) governments. In order to integrate and control the activities of these organizations, the Federal government of Ethiopia requires NGOs to be registered and operate legally. So as to facilitate this activity, Ministry of Justice has been empowered to register and give license for local and international non government organizations to operate legally and in compliance with the requirement of the country.

One of the major factors that determine the success of NGOs is the availability and commitment of efficient and effective human resources. For that matter any organization to achieve its objectives needs to have staffs that are competent enough to execute their responsibilities in a professional manner and dedicated to the organizational objectives. Therefore, human resource management is one of the crucial functions that should be carried out in a systematic way so as to maintain well performing employees with in the organization. Thus, organizations should have effective human resource management system that is well formulated and implemented to ensure that they hire and maintain employees which contribute to the successful accomplishment of organizational objectives. Among other things retention of potential employees is the main problem of international NGOs. The turnover in the International Rescue Committee (IRC), one the international NGO, is expected to be high due to:

- The working area of most of the offices is in remote areas and separation from family.
- Too much work load beyond normal working hours.
- Incompatibility of culture of expatriate and national staffs.
- Inefficient leadership and non-participatory management styles.
- Interest for personal improvement like better compensation, education, etc

Any organization whether it is profit making or not desires to retain its efficient and productive staffs to the maximum possible period. However employees leave the organization due to internal and external factors that might be avoidable or not.

Staffs turnover is a warning sign of low morale and it is the amount of movement in and out of employees in an organization. In general employees leave their jobs either voluntarily by their own decision or forced to leave by the decision of the employer.

As the result of excessive turnover, organizations incur additional costs and holdup their performance. When humanitarian organizations like the IRC face high staff turnover they will be behind the schedule in utilizing budget and unable to implement quality programs for their beneficiaries. As a consequence their relationship with donors, regulatory bodies and beneficiaries becomes questioned and existing staffs will be stressed due to the additional responsibilities to cover the vacant posts.

It is believed that a certain amount staff turnover is acceptable by most organizations so as to inject new bloods in the organization that can bring new ideas and experiences of performing a job. Moreover, some organizations uses acceptable staffs turnover to promote subordinates to the higher positions. However, if the rate of turnover is beyond the acceptable level, it becomes a challenge for senior managers and the organization as well³.

³ Loquercio, et al, 2006, Understanding and Addressing Staffs Turnover in Humanitarian Agencies, 1

The numbers of NGOs operating in the country's six Regions, i.e. Addis Ababa, Amhara, Oromiya, SNNPR, Somali and Tigray that has operational agreement and working in collaboration with DPPC during 1997-2001 were 271. Of which 188 are local and 83 are international ones. The numbers of projects during this period in the six regions were 360, out of which 223 were supported by local and 137 were supported by international NGOs. These organizations have been giving employment opportunity for 9,803 people. The ratio of national staffs constitutes for 98.4% (9643 employees) and expatriate staffs account for 1.6% (160 employees)⁴.

International Rescue Committee (IRC) is one of the international non government organizations operated in the country. The IRC currently (May 2007) has 209 employees in its six field and the country offices. As an international NGO IRC also affected by high staffs turnover and has been losing competent staffs.

1. Significance of the Study

Non governmental 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 staffs. However currently, most of the international humanitarian organizations operated in the country are affected by high staffs turnover. Due to this high staffs turnover the IRC has been losing its experienced employees who have better relationship with donors,

⁴ CRDA & DPPC 2004, Information Package on NGO Contributions,

beneficiaries, controlling authorities and other stakeholders. Therefore, the non financial cost of staff turnover is beyond the expectation of the officials of the organization.

As this project assesses the impact and causes of the staff turnover in the IRC, it provides important information about the existing problem of staff management in this organization. The project also provides sufficient data about the causes of staff turnover and the means for minimizing staffs turnover. Moreover, this project lay ground for future researchers and contributes to the Ethiopian human resource management literature.

2. Statement of the Problem

These days the cost of staff turnover becomes one of the major concerns of organizations both in financial and non financial terms. With regard to financial costs NGOs are forced to allocate significant amount of money. For instance, for vacancy advertisement up to Birr 1,035 per half a page of one time ad on news paper and recruitment costs like pre-employment medical cost Birr 300, transportation to duty station Birr 1300, travel expense Birr 400 for a single employee, Group orientation in Addis office Birr 2160, Relocation/shipment expenses for personal belonging ETB 1,500.00. All costs are average per an employee and there is almost on average 30 terminations per year in the IRC. Even smaller organizations are forced to assign personnel to process frequent staffs resignations and recruitment activities. As the result of the high turnover in these organizations, most of them are exposed to low productivity in terms of quality and quantity of work. Therefore, this project paper is aimed to pinpoint

and provide solutions to the problems associated with high staffs turnover in the IRC. In order to achieve the above objectives, this project paper will answer the following questions.

- What are the major causes of staff turnover in the IRC?
- What are the consequences of high staffs turnover in the organization?
- Do IRC have any mechanisms that reduces staffs turnover in its organizations?
- What is the attitude of the management staffs with regard to staff turnover?
- Which profession and department are more subject to staffs turn over?

3. Objectives of the Study

The main objective of this project is to asses the cause and impact of staffs turnover in the International Rescue Committee and to suggest possible solutions to minimize staffs turnover and its consequences. The specific objectives of this project are to:

- Identify the major causes of staff turnovers in the IRC.
- Understand the impact of staff turnover in the well functioning of the organization.
- Identify the most susceptible departments which are the major concern for the IRC.
- Know at what point of experience/year of service most employees are going to leave the organization.
- Know the feelings of existing senior management staffs about employee turnover.

- Suggest what corrective actions should be taken to minimize staff turnover.
- Suggest recommendations that the IRC and other International NGOs can do to handle the consequences of unavoidable staff turnover.

4. Methodology

◆ Source of Data

In an attempt to assess the impact of staff turnover in the IRC and to provide possible recommendations, the project has used both primary and secondary data. With regard to primary data, first hand data have been collected through questionnaire filled by the terminated, existing non-management staffs and management staffs of the organization. Besides raw data about the staffs history have been collected from the Human Resource and Administration Department. In addition personal discussion and interview was made with these people in order to be acquainted with the overall environment of the organization and the effort and performance made to reduce staffs turnover.

As far as secondary data concerned, relevant data has been collected from NGOs like Christian Relief and Development Association (CRDA), concerned government organizations like Disaster Prevention and Preparedness Agency (DPPA), Ministry of Justice, etc. Moreover, different literatures about staff turnover, staffs retention mechanisms, and other human resource management books and literatures, websites (internet) and other available sources has been referred and cited in the project work.

◆ **Sampling Techniques**

For the purpose of this project sampling technique has been made use of. Purposive sampling method was used for terminated and management staffs in which resigned, existing and senior officials of organizations are selected based on the availability and reach-ness of the respondents. Accordingly 12 terminated, 7 management and 31 non management staffs are participated on the research project. The samples respondents are requested to complete the questionnaire using both hard and soft copies. Of the total response, 18 (36%) replies were made through email (soft copy) and the remaining 32 (64%) are made by hard copy.

◆ **Analysis of Data**

To meet the objectives stated in the above section, data collected from structured questionnaire have been analyzed using statistics such as tabulation, frequency distribution, and percentage.

5. Scope & Limitation of the Study

The scope of this project is constrained to staffs turnover and its impact on the IRC. Therefore data analysis and interpretation of findings is based on the culture, compensation, working environment conditions, leadership skill of management staffs and etc of the organizations. Due to limitation of time it was difficult to collect all the questioners sent to respondents. Besides, the project emphasis was restricted to staffs turnover of permanent local/national staffs of the organization i.e. it excluded international/expatriate staffs, refugee and national incentive staffs of the IRC. Therefore

this project is delimited by analysis and interpretation of data by taking questionnaire of selected national/local staffs for the last three years.

6. Organization of the Paper

The project is organized in to six chapters. The first chapter deals with the introductory part of the project in which back ground of the project, significance of the study, statement of the problem, objectives of the study, methodology used, scope and limitation of the project and organization of the paper are incorporated. The second chapter deals with the literature review. Third chapter incorporate NGOs practice in Ethiopia. Background information about the IRC is provided in chapter four. Chapter five discusses research findings and analyzes the data. Finally, conclusion and recommendation are presented in the sixth chapter.

Chapter Two Review of Literature

2.1 Defining Staff Turnover

The emergence of different organizations in the nation and the related increase in the requirement of skilled labor force leads for competition of organizations to hire and maintain the best employees. Hence staffs turnover becomes one of the major human resource problems of most organizations. Different scholars have defined staffs turnover in the following manner.

According to Ivancevich and Glueck, staff turnover is the net result of the exit of some employees and entrance of others to the organization.⁵

Singh et al, 1994, also define staff turnover as the rate of change in the working staffs of a concern during a definite period.⁶

Kossen defined the staff turnover as it is the amount of movement in and out (of employees) in an organization⁷.

Staff turnover is the proportion of staff leaving in a given time period but prior to the anticipated end of their contract⁸.

Turnover, as per Wikipedia (the free encyclopedia), in a human resources context refers to the characteristic of a given company or industry, relative to rate at which an employer gains and loses staffs⁹.

⁵ Ivancevich John and Glueck William, 1989, Foundation of Personnel/Human Resource Management, Irwin, PP 873

⁶ Singh BP, Chabra T. and Taneja P., 1994, Personnel Management and Industrial Relations, Dhanpat Rai and Sons, PP 345

⁷ Stan Kossen, 1991, The Human Side of Organization, 5th ed. Harper Collins, New York, 1991 pp 212

⁸ Loquercio, et al, 2006, Understanding and Addressing Staffs Turnover in Humanitarian Agencies, 1

⁹ Wikipedia, the free encyclopedia, 2006

Most of the above scholars have defined staff turnover in terms of the indefinite period (permanent) employment contract made between employer and employee. As a result they have assumed the in and out movement of all staffs with out considering the type of employment. However, Loquercio's definition excludes the expected termination of contractual employees which is much more expected and the general characteristics of most NGOs.

Staff turnover that can occur in any organization might be either voluntary or involuntary. Voluntary turnover is refers to termination initiated by employees while involuntary turnover is the one in which employee has no choice in the termination as it might be due to long term sickness, death, moving overseas, or employer-initiated termination¹⁰.

Turnover can be classed as internal or external. Internal turnover involves employees leaving their current position, and taking a new position with the same organization. Both positive enforcement (such as increased employee motivation and commitment) and negative consequences (such as project/relational disruption) of internal turnover exist, and thus this form of turnover may be as important to monitor as its external counterpart. Internal turnover might be moderated and controlled by typical human resource mechanisms, such as an internal recruitment policy or formal succession planning¹¹.

2.2 Measuring Staffs Turnover

¹⁰ Heneman et al, 1998, Personnel/ Human Resource Management, Universal Book Stall, New Delhi, pp 181

¹¹ Wikipedia, the free encyclopedia

The commonly used formula to calculate a crude turnover rate for any given period is described as shown below by the United Kingdom based Chartered Institute of Personnel & Development (CIPD) 2006 report¹².

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

However, Loquercio suggest that number of leavers should encompasses all leavers, including people who left due to dismissal, redundancy, or retirement, but it typically excludes those leaving at the end of fixed contract. The main purpose of excluding fixed term employees from the calculation is that it does not indicate the real problem of the organization¹³.

CIPD also introduced stability index of staffs which indicates the retention rate of experienced employees. Like turnover rates, this can be used across an organization as a whole or for a particular part of it. The usual calculation for the stability index as cited by CIPD is¹⁴:

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

2.3 Factors Affecting Staffs Turnover

Employees move from one organization to the other and from one industry to the other for different reasons. Sometimes it is the attraction of a new job or the prospect of a period outside the workforce which 'pulls' them like higher salary or better benefits; on

¹² CIPD, Employee Turnover and Retention, <http://www.cipd.co.uk/surveys>

¹³ Loquercio, et al, Understanding and Addressing Staffs Turnover in Humanitarian Agencies, 2006, 1

¹⁴ CIPD, Employee Turnover and Retention, <http://www.cipd.co.uk/surveys>

other occasions they are 'pushed' due to dissatisfaction in their present jobs to seek alternative employment. Sometimes it is mixtures of both pull and push factors¹⁵. Turnover ratio tends to be lower during period of economic recession when jobs are scarce and when economic conditions return to normal, disgruntled employees often begins to seek employment elsewhere.¹⁶

According to the recent research conducted by CIPD in 2006 in UK, push factors play a major role in most resignations than pull factors. CIPD also emphasized that it is relatively rare for people to leave jobs in which they are happy, even when offered higher pay elsewhere.¹⁷

In general, employees leave on their own accord or they are discharged. Every separation of an employee from an organization whether voluntary or involuntary is serious problem for the organization. Though some degree of staff turnover is acceptable, it affect the well functioning of an organization if they have excess staffs turn over.¹⁸ Therefore, human resource management is one of the most important functions that should be carried out with care and consciously in order to motivate staffs for better productivity and serve the organization for long time. The cause of staff turnover should be studied by management carefully. From the control point of view the staff turnover may either be avoidable or unavoidable.¹⁹ They also further elaborated that unavoidable causes are not fault of management but due to other factors which are not under organizations control like employees personal betterment, domestic affairs such as

¹⁵ Ibid

¹⁶ Stan Kossen, *The Human Side of Organization*, 5th ed, 1991Harper Collins, New York, pp 212

¹⁷ CIPD, *Employee Turnover and Retention*, <http://www.cipd.co.uk/surveys>

¹⁸ Loquercio, et al, *Understanding and Addressing Staffs Turnover in Humanitarian Agencies*, 2006, pp 1

¹⁹ Singh BP, et al , *Personnel Management and Industrial Relations*, 1994, Dhanpat Rai and Sons, pp 348

marriage and pregnancy, illness, retirement, death, etc. and avoidable causes are like employees dissatisfaction with job, low remuneration, long hour of work and poor working conditions, bad relation with supervisors and fellow workers and redundancy of activities.

2.4 Types of Turnover

Though there are many causes for staff turnover in an organization, all of them have not negative impact on the well functioning of an organization. Organizations should differentiate between voluntary and involuntary turnovers and take actions on the one that they have control. Voluntary turnovers are those caused by the interest of the employee (e.g. to take job in other organization for better salary) while involuntary turnovers are the decision of management to quit employees from work (e.g. dismissal for gross misconduct). In general, all resignations not formally initiated by employers are voluntary resignations. Voluntary turnovers are further distinguished between functional and dysfunctional turnovers.²⁰

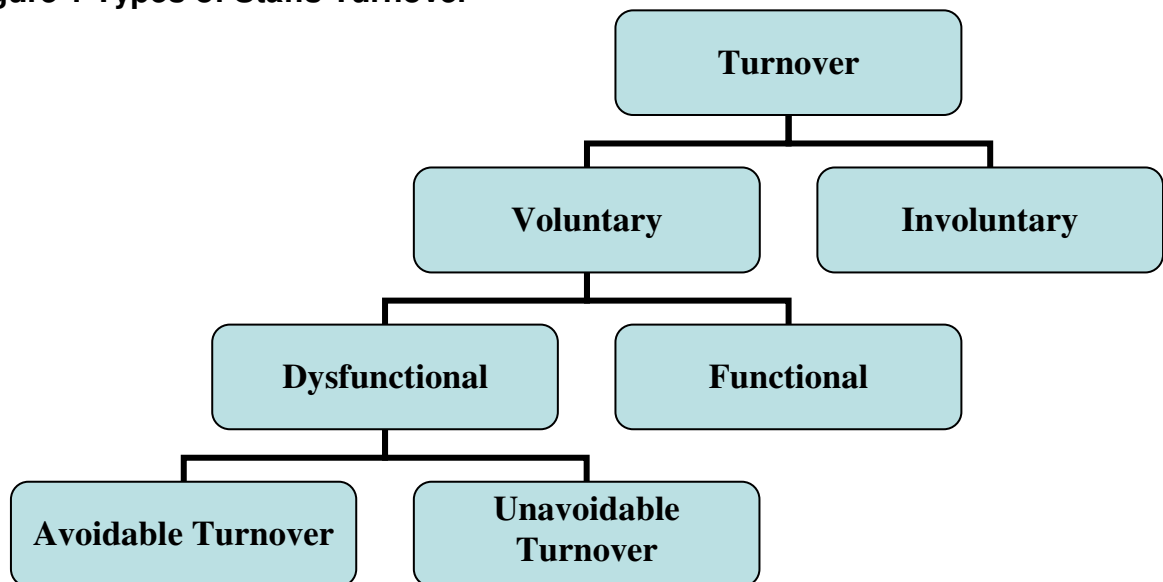
Functional turnovers are the resignation of substandard performers and dysfunctional turnovers are refers to the exit of effective performers.²¹ They also classified dysfunctional turnover, which is the most concern of management due to its negative impact on the organization's general performance, into avoidable turnover (caused by lower compensation, poor working condition, etc) and unavoidable turnovers (like family moves, serious illness, death, etc) over which the organization has little or no influence. Therefore, management should gives special attention to avoidable turnover over which

²⁰ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 228

²¹ Loquercio, et al, Understanding and Addressing Staffs Turnover in Humanitarian Agencies, 2006, pp 2

it has control and improves the situation and then staffs retention. The following chart adapted from Loquercio et al gives a clear picture of staff turnover ladder.

Figure 1 Types of Staffs Turnover



Source, Loquercio, et al, Understanding and Addressing Staffs Turnover in Humanitarian Agencies

2.5 Voluntary Turnover Decision Process

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 Stephen, 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, 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. The following ten steps are the decision process for the voluntary turnover.²²

- 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.

2.5 Effects of Staffs Turnover

There is some debate in the literature about how far employers should be concerned about turnover levels. Some writers have emphasized the potentially positive effects of a continuous transfusion of fresh blood into the organization. As cited by Stephen Taylor, Carell et al (1975:777) distinguish between functional and dysfunctional turnover, and

²² Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 236-237

suggest that the former serves to promote innovative ideas and methods and can thus renew a stagnating organization, while Hom and Girffeth (1995:27-30) also draw attention to research that has shown functional turnover to be commoner than the dysfunctional form. The net result is an improvement in productivity as poorer employees quit, leaving a higher proportion of good performers to enhance organizational effectiveness. They also note that high turnover gives employers more opportunity to promote and develop valued staffs and reduces the need to make costly redundancy when there is a downturn in business.²³

High turnover is probably least worrying in industries employing people in relatively low-skilled occupations that nevertheless required high levels of customer service (eg fast-food restaurants and telesales operations). As cited by Taylor, (Kearns 1994:11), this is because the employer wishes to tie together what is, in all likelihood, a short term burst of enthusiasm on the part of the employee. Such a situation has allowed the various brands of burger restaurant to expand rapidly across the world while coping with annual turnover rates averaging 300 per cent (Ritzer 1996:130).²⁴

Despite these points, it is safe to conclude that, for most organizations, turnover in excess of 5-10 per cent has more negative than positive consequences. The more valuable the employees in question, the more damaging the resignation, particularly when they move on to work for a competitor. According to Hom and Griffeth (1995:13-27), as cited by Stephen, there are various reasons, aside from the costs directly associated with the resignation, for employers to minimize the numbers of employees

²³ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 230-231

²⁴ Ibid

leaving. These include productivity losses, impaired quality of service, lost business opportunities, an increased administrative burden and employee demoralization.²⁵

However, it is the direct costs associated with turnovers that have received the most attention from writers on this topic, and organizations strive to reduce the frequency of voluntary resignations from such point of view.

One of the most important questions relating to staffs turnover is at what point does turnover become excessive. For CIPD (2006) there is no such thing as universally applicable target for an ideal turnover rate. According to CIPD:²⁶

Where it is relatively easy to find and train new employees quickly and at relatively little cost (i.e. where the labor market is loose), it is possible to sustain high quality levels of service provision despite having a high turnover rate. By contrast, where skills are relatively scarce, where recruitment is costly or where it takes several weeks to fill a vacancy, turnover is likely to be problematic from a management point of view. This is especially true of situations in which you are losing staffs to direct competitors or where customers have developed relationships with individual employees as is the case in many professional services organizations.

Singh et al explained that staff turnover is inevitable and is bound to exist in all industrial units even in those organizations where salary and working conditions are extremely attractive and satisfactory. However high staffs turnover is a serious problem and therefore should be treated carefully. High staffs turnover adversely affect both employer and employees. The following are some of the effects of high staffs turnover on

²⁵ Ibid ,pp 231

²⁶ CIPD, Employee Turnover and Retention, <http://www.cipd.co.uk/surveys>

employers and employees incorporating material from a variety of sources. It is clear that some are more readily quantifiable than others.^{27 28 29}

2.5.1 Effects on Employers

- Direct recruitment costs (advertising, use of agents etc)
- Recruitment administration (responding to enquiries and sending out application forms, equal opportunities monitoring)
- Selection costs (traveling expenses for candidates, psychometric testing, staffs time in interviewing or running assessment centers, checking references)
- Development costs (training the new employee using formal and informal development methods, induction training)
- Administrative costs associated with resignations (pay-roll arrangements, calculation of holiday entitlements, pension transfers, conducting exit interviews)
- Administrative cost associated with new starters (contract writing, medicals, sending out documentation, issuing uniforms, parking permits, identity badges, company cars etc, relocation expenses for new starter)
- Inefficiency in production or service provision (resulting from slackness on the part of the resigner, inexperience of the replacement employee and inefficiencies resulting from a period in which the vacancy is unfilled)

²⁷ Singh BP, et al , Personnel Management and Industrial Relations, 1994, Dhanpat Rai and Sons,pp 346-348

²⁸ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 231-232

²⁹ ACAS 2005,Controlling Labor Turnover, www.acas.org.uk

- Overtime and costs of hiring temporary workers (during the period between resignation and the hiring of a new member of staffs).
- The team spirit among the workers is distributed due to high staffs turnover as newly recruited very often.
- The market reputation of the employer is adversely affected due to high staffs turnover. May not be able to meet customer orders and expectations on timely manner.

Although not all of the above cost implications will apply in any one case of voluntary resignation, several are likely to feature in some way. Each element will not in itself necessarily result in a great deal of expenditure, but it is the cumulative effect that gives the business case for attacking turnover its potency.

Estimates of the actual cost of turnover vary considerably depending on which of the factors listed above are included in the calculation. The level of the final figure also varies with the nature and content of the job under consideration. Ball-park figures are thus of only limited use to personnel specialists seeking to compare the performance of their organizations with others. However, they do give a useful indication of the potential scale of cost implications associated with high turnover.

2.5.2 Effects on Workers

- Due to shifting of employment, a worker has to sacrifice the benefits of his previous service. Such benefits include pension, provident fund, yearly increment, leave and so on. All benefits go once workers give up his stable job.

- A worker develops special skills and ability due to long and continuous service in industry. This skill is his personal assets. However, it may become meaningless if the worker leaves the present job and joins a new one.
- The worker may not be able to adjust on a new job in a new organization. This put tremendous mental pressure on him.
- A worker who changes his job quite often may be looked upon by others including employers with suspicion.
- The work environment changes when a worker shifts from one unit to another. He may find it difficult to adjust to a new environment.

2.6 Methods of Identifying Reasons for Staffs Turnover

Since turnover involves the most important resource of an organization, it needs to be examined and monitored. Organizations need to know who is leaving, why they are leaving, and whether any effort on their part can slow turnover.

Several different methods are available to researchers seeking to investigate why employees choose to leave. Here we consider four contrasting approaches: exit interviews, survey of ex-employees, attitude surveys, and quantitative approaches.³⁰

2.6.1 Exit Interview

Undertaking formal interviews with employees before they leave the organization is a common method used to develop an understanding of their motivation for resigning. The most straightforward approach is to take the resigner through a questionnaire of direct questions concerning his/her satisfaction with pay, supervisor, development

³⁰ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 236-238

opportunities, relationships with colleagues and job content. There are, however, a number of problems with such approaches that can serve to reduce their effectiveness. First, there is the tendency of employees to develop a far more optimistic outlook after they have secured a new job and resigned. Their original reasons for seeking alternative employment offer get forgotten as they move toward their last day. Such feelings are compounded if counter-offers are made to encourage them to stay and may disappear completely in the last days as cards are signed, leaving presents bought, affectionate speeches given and farewell parties held. This is often not, therefore, the best time to ask them for an honest and well-balanced assessment of their reasons for quitting.³¹

A further problem arises when supervisors or department heads undertake exit interviews, because leavers will often balk at implying any criticism of them-particularly if they believe that they will require positive references in the future. The reason given for leaving may thus obscure the whole truth or may even be entirely false. It is far easier to say that you are leaving because you were offered more money elsewhere or because your spouse is moving, than to state openly that you disapprove of your new manager's style or feel that you have been treated unfairly in some way.³² According to ACAS, employees often simply quote some small incident which proved the last straw as a means of avoiding the admission of deeper or less tangible factors.³³

It can thus be argued that exit interviews, if used at all, should be undertaken very soon after the resignation has been confirmed, and that they should be carried out by an

³¹ Taylor, Stephen, *Employee Resourcing*, Cromwell Press, Wiltshire, 1998 ,pp 231-232

³² *Ibid*

³³ ACAS 2005, *Controlling Labor Turnover*, www.acas.org.uk, 2007, pp 07

individual who will not have any role in writing future job references.³⁴ A personnel officer is very well placed to carry out such work. According to Carrell et al (1995:770), as cited by Taylor, another way of encouraging candour is to explain to the leaver that the aim of interview is to gather information for improving work conditions. In the other words, the individual should be asked directly for his or her opinion on how things can be improved and only indirectly about any personal reasons for resigning.³⁵

In general, it is necessary to note that leaving employees may not be interested to give the true cause of their resignation if they think that their supervisor is responsible to give future reference,³⁶ or if the employee might want to be reemployed at the future date.³⁷ Therefore, both these scholars suggest that leaving employees should be interviewed or required to fill exit questionnaire with one or the combination of the following methods:

- The exit interviewer should not be a manager who has had responsibility for the individual and who will not be involved in future reference writing.³⁸
- The cause may be investigated by asking fellow employees with whom the person leaving could be more frank.³⁹(Singh 1995).
- To give employees a questionnaire as they are exiting and ask them to complete and mail it back after some time⁴⁰(Ivancevich and Glueck 1989).
- To contract an independent survey company to conduct telephone exit interview with each departing employee (Loquercio 2006).

³⁴ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 231-232

³⁵ Ibid

³⁶ CIPD, Employee Turnover and Retention, <http://www.cipd.co.uk/surveys>

³⁷ Ivancevich J. and Glueck W , Foundation of Personnel / Human Resource Management, 1989, Irwin, pp 876

³⁸ CIPD, Employee Turnover and Retention, <http://www.cipd.co.uk/surveys>

³⁹ Singh BP, et al , Personnel Management and Industrial Relations, 1994, Dhanpat Rai and Sons,pp 346-348

⁴⁰ Ivancevich J. and Glueck W , Foundation of Personnel / Human Resource Management, 1989, Irwin, pp 876

2.6.2 Surveys of Ex-employees

Another way of collecting information about the reason for staff resignation is to contact former employees some months after they left the organization and ask them for a considered view of their reasons for resignation. While the use of this method is relatively rare, as cited by Stephen Taylor, there have been a number of cases covered recently in the personnel journals that indicate some large organizations are experimenting with it. Candor is further encouraged if the surveys are carried out by independent bodies and are clearly labeled "private and confidential".⁴¹

2.6.3 Attitude Surveys

A third approach is to seek the views of employees before they leave and so provide a basis for the development of policies and practices that will deter them from so doing. These too are truly effective only if confidential-so as to maximize the chance of employees' stating honestly how they feel about their jobs, their perceived opportunities, their bosses, colleagues and the organization as a whole. Questions can also be asked about their current intentions as regards the future and about their perception of alternative career paths open to them. Such approaches enable employers to anticipate in which areas future turnover is most likely to occur, and to gain an insight into the main causes.⁴²

2.6.4 Quantitative Approaches

An alternative method to the use of surveys is to make use of the employee records to compare the data or characteristics of those who leave with those who stay. Although

⁴¹ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 236-238

⁴² Ibid

quantitative approaches are unlikely in themselves to give a particularly clear picture of reasons for turnover, they may reveal some interesting general trends and can usefully supplement information gathered using the three other methods outlined above.

Any number of ratios can be investigated using quantitative analyses. Examples might include comparing leavers with stayers in terms of their ages, the distance they travel to work, their shift-patterns, pay levels, performance record or length of service. It is also possible to use these techniques to identify the extent to which turnover varies with the type of job undertaken or with the supervision of different managers. As with all quantitative analyses, the data is really useful only when there are large sample sizes available. Such approaches are thus inappropriate for smaller organizations.⁴³

2.7 Improving Staffs Retention

Though it is natural and healthy for people to leave the organization from time to time as this allows for the introduction of fresh ideas and promotions, unless organizations retain workers for a reasonable period, however, they are unlikely to be able to provide the quality goods and services required to remain competitive. If labor turnover becomes excessive, it can indicate management problems therefore should be corrected timely.⁴⁴

Once the reasons for resignations have been established and analyzed, the next step is to formulate plans to reduce them. Clearly, it is impossible to generalize about the form such plans will take, because they will vary dramatically depending on the causes of

⁴³ Ibid

⁴⁴ ACAS 2005, Controlling Labor Turnover, www.acas.org.uk

turnover in specific organizations. Employers may often find that very different factors explain resignations in each department or business unit. However, there are several possible courses of remedial actions that can usefully be considered and which have been shown by researchers to have a positive effect in some circumstances. Hom and Griffth (1995), as cited by Taylor, in their comprehensive review of recent US research into the management of turnover, describe nine areas for employers to consider. The first six are described as 'robust' methods of controlling turnover, and according to Stephen Taylor, there is strong research evidence, and the final three as promising methods.⁴⁵

- Realistic job previews – staffs turnover can be reduced by giving the true picture of the job to candidates. As stated by Robbins realistic job preview is sharing of both favorable and unfavorable information about the job with candidate. This includes brochures, films, plant tours, work sampling, or a short script made up realistic statements that accurately portray a job. ⁴⁶
- Job enrichment- employees will stay in an organization if they achieve high level of motivation, satisfaction and performance with the jobs they do are more interesting and challenging. Further more, the following perceptions of jobs by job-holders are particularly important. These are, opportunity for self and career development, the job is meaningful or significant, variety of skills are used to do the job, high degree of personal responsibility, high degree of autonomy, and positive feedback on performance.

⁴⁵ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 238-241

⁴⁶ Decenzo and Robbins, Human Resource Management, 1999, John Williams & sons, Toronto, pp 208

- Workspace characteristics – researches indicated that large open-plan offices with few dividing walls or partitions tend to reduce employees significance and autonomy, overcrowding and darkness make matters worse. Therefore, as far as possible employers should consider making workspace attractive to employees.⁴⁷
- Induction practices – Proper orientation is one of the mechanisms that reduces turnover especially that occur in the first months of employment. The induction packages include proper orientation about terms of employment, security issues, health and safety regulations, wage and benefits, organizational rules and policies, employee development opportunities, sufficient information about the organization and the industry, job performance issues including job description, standards, appraisals, and role within the department.⁴⁸
- Leader-member exchange- implies paying new comers (starters) particular attention and activity trying to develop high-trust relationships with them from the start. This reduces particularly first month turnovers.
- Employee selection - this starts from preparing a clear specification of the person required; setting standards that are not too high (this could result in recruits who are overqualified and who might become bored) nor too low because of a shortage of good candidates; setting suitable selection tests where appropriate – e.g. for essential practical skills – but be careful they

⁴⁷ Taylor, Stephen, Employee Resourcing, Cromwell Press, Wiltshire, 1998 ,pp 238-241

⁴⁸ Marchington, Mick and Wilkerson, Adrian, Core Personnel and Development, 2000, Cromwell press, Wiltshire, pp 138-139

do not discriminate unfairly; involving supervisors and ensure that interviewers are trained;

- Reward practices – better rewards are one of the means to reduce turnover. This includes both extrinsic rewards (external to the job and tend to be tangible and include various forms of payment, fringe payments, promotions, car, etc) and intrinsic rewards which is concerned with enhancement of self esteem and self worth.
- Demographic diversity – as cited by Stephen, on average women and member of ethnic minorities are more likely than white male to leave jobs voluntarily. Therefore, whether the discrimination is imagined or real, it the perception of inequality that is significant, and should be tackled to reduce the turnover. The way to tackle unfair discrimination is to introduce and communicate effective equal opportunity policies that managers should at levels are obliged to accept.
- Managing inter-role conflict – the other staffs retention mechanism cited by Stephen relates to reduction of conflicts that arises between the demand of work and family. In addition to the minimum standard required by law, employers need to go further for flexible work schedules, childcare, home workings, etc.

In addition ACAS has suggested that organizations need to keep a record of the number of people leaving and why they are leaving and should pay particular attention to voluntary resignations. In the mean time management should identify whether excessive turnover is among recent starters or among trained and experienced workers. They

have also indicated the following measures might reduce staffs turnover depending on their stay in the organizations.⁴⁹

- *Reduce turnover among new starters by paying particular attention to recruitment, induction and training. In particular:*
 - *ensure job advertisements give an accurate picture of the job including terms and conditions;*
 - *prepare a clear specification of the person you require;*
 - *set standards that are not too high (this could result in recruits who are overqualified and who might become bored) nor too low because of a shortage of good candidates;*
 - *set suitable selection tests where appropriate – e.g. for essential practical skills – but be careful they do not discriminate unfairly;*
 - *involve supervisors and ensure that interviewers are trained;*
 - *help new recruits settle in and make sure they have enough information about the job and the organization and are trained to carry out their duties effectively.*

- *Reduce turnover amongst long-term workers by checking:*
 - *that they feel involved and are kept in the picture about such things as new orders, product development, new equipment and other changes;*

⁴⁹ ACAS 2005, Controlling Labor Turnover, www.acas.org.uk

- *that they are not unfairly discriminated against because of their race, sex, disability, sexual orientation, religion or belief;*
- *that they are not being bullied or harassed or working under undue stress;*
- *that they have opportunities for development and/or advancement;*
- *management style is acceptable and managers and supervisors are trained, particularly to handle the human aspects of management;*
- *pay levels have not become out of line with similar local jobs;*
- *systems and methods of pay are fully understood and felt to be fair;*
- *there are proper procedures for dealing with grievances and disciplinary matters;*
- *that workers are given the opportunity to discuss work and progress with you or their manager or supervisor;*
- *working conditions are safe, healthy and clean and facilities, such as toilets, are up to standard;*
- *flexible working is taken seriously. Parents of young and disabled children have the right to request more flexible working arrangements, including; flexi-time, home working, term-time working, and job sharing – and employers can only refuse such requests if there are clear business reasons for doing so; – that workers receive adequate training for new work or to operate new machinery or procedures;*
- *why leavers resigned;*
- *what the workers like and dislike about the company.*

In general keeping staff turnover low is important. It requires being aware of the current state of the practice work environment, choosing appropriate new hires and providing them with proper training, talking to staffs members and solving problems as they emerge. Organizations should strive to provide superior leadership in their practice, keep communication lines open and support the entire staffs. Periodically take time to examine the workplace from the employee's perspective, and continually seek to improve it.⁵⁰ This will help organizations to create and maintain a place where people want to work and stay.

Chapter Three

Non Government Organizations (NGOs) in Ethiopia

3.1 What is NGO?

There is no clearly cut definitions about non government organizations (NGOs). As stated by MoE one of the difficulties about NGOs for professionals is providing universally accepted definition and classification.⁵¹ Nonetheless, it is sound to see some of the definitions and classifications given by different scholars.

⁵⁰ ACAS 2005,Controlling Labor Turnover, www.acas.org.uk

⁵¹ MOE , (2002). Partnerships between Government and Non Government Organizations to Promote Basic Primary Education, Addis Ababa: EMPDA. Pp 19

As stated by Endalemaw, (Sheffer (1994: 47)) non governmental organizations are non-profit voluntary organizations which are found by people who share common goals and co-operate to achieve it.⁵²

Endalemaw (2006) defined that Non Governmental Organizations are non-profit organizations that give services to client groups. They include lower level organizations such as community groups, associations, co-operatives religious and private development organizations.⁵³

Microsoft Encarta 2005 says that Nonprofit non Government Organizations or Foundation are organizations with funds and programs managed by its own trustees or directors, established to maintain or aid social, educational, charitable, religious, or other activities serving the common welfare.⁵⁴

Based on these definitions NGOs do not belong to any governmental structure. They can set priorities and manage their objectives independently. But this is not to say that NGOs do not support government plans and actions.

NGOs are of various natures they can be arranged from very large to small; international to local; long lasting to short period. And their activities are also varies with the objectives they stand for. For instance, as cited by Endalemaw, (Moser (1993: 193-94) has identified different types of NGOs in terms of their institutional location, organizational composition and activities. In their institutional location they are classified

⁵² Endalemaw Teka , An Assessment of the Contributions Made by NGOs in the Promotion of Quality and Gender Equity in Primary Education in BGRS, M.A. Thesis, 2006,Addis Ababa University, Pp 45

⁵³ Ibid,

⁵⁴ Microsoft Encarta Reference Library 2007

under local, national and international levels. In their organizational composition there are donor organizations of international nature involved in donating and service providing organizations and national NGOs involved in providing services to those grass root level. Based on their activities, NGOs can be categorized as those involved in relief, research, environment, emergency, health, education and development as a whole.⁵⁵

NGOs in general gives employment opportunities for local, national and international (expatriate) staffs and contributes to the well being of the society. Based on this, the following discussion focuses on the major participants and involvement of NGOs in Ethiopia and their contribution towards the development, health and water emergency and other activities and their participation in the creation of employment opportunity in the country.

3.2 NGOs in Ethiopia

Non Government organizations history in Ethiopia is back to the early 20 century related with the introduction of modernization and the participation of European missionaries in the development of the economic and social life of the country. Although their primary preoccupation remained spiritual, they took pioneering steps in the expansion of education and health care services.⁵⁶

It was, however, following the outbreak of the drought and its attendant famine of 1973/74 that the NGO's emerged as important participants in the development efforts of

⁵⁵ Endalemaw Teka , An Assessment of the Contributions Made by NGOs in the Promotion of Quality and Gender Equity in Primary Education in BGRS, M.A. Thesis, 2006,Addis Ababa University, Pp 45

⁵⁶ CRDA & DPPC 2005, Information Package on NGO Contribution, Addis Ababa, DSA, pp 1

the country. For instance, the Ethiopian Orthodox Church - Child & Family Affairs Organization (EOC-CFAO) which is an indigenous local and non government organization was established in 1973 with the objective of assisting drought affected population especially children and women in the Northern part of the country by obtaining financial and technical support from the German based Christian organization donor called Kindernothilfe.⁵⁷

Initially the major emphasis of the NGOs was on relief operation in which their achievements in saving millions of lives have been widely accepted. Since then, NGOs have become a permanent feature in the development of process of the country. In addition, the recurrence of the 1984/85 drought gave a further boost to the growth of NGOs both in number and scale, especially their involvement in emergency operations.⁵⁸

3.3 Major Partakers on the NGOs Activity in Ethiopia

The contribution of NGOs in the emergency response as well as their participation in the development and charity activities has been well known by the federal as well as the local (regional) governments. In order to integrate and control the activities of these organizations, the Federal government of Ethiopia requires NGOs to be registered and operate legally. The major players in the normal operation of NGOs in Ethiopia are Ministry of Justice (MoJ), Disaster Prevention and Preparedness Commission (DPPC) and Christian Relief Development Association (DPPA). The following sections give

⁵⁷ EOC-CFAO, 30 Years of Dedicated Service, 2003, pp 9

⁵⁸ CRDA & DPPC 2004, Information Package on NGO Contribution, Addis Ababa, DSA, pp 1

some highlight about the roles and responsibilities of these government and non government organizations.

3.3.1 Role and Responsibility of Ministry of Justice.

Ministry of Justice has been empowered to register and give license for local and international non government organizations. Before 1995 the responsibility for registration was the Ministry of Interior, but after 1995, the authority and duty was transferred to Ministry of justice by Proclamation No. 4/1995. Therefore, in order to operate legally and in compliance with the requirement of the country, NGOs are required to be registered and get license from the Ministry and carry out activities in Ethiopia.

To be registered, International NGOs should present authenticated documents which includes certificates that stipulates the NGO is legal non profit making organization in the country of origin, internal regulation and program that confirm sphere of activity, letter of board's consent and decisions so that the organization operate in Ethiopia, project profile revealing the intended activity, and letter of appointment by the country representative. All the above documents directly delivered to the Ethiopian embassies, consulates or permanent representatives. The respective diplomatic missions will immediately send the above documents to the Foreign Ministry's Directorate of International Organization and economic cooperation. If the international NGO granted permission both from Foreign Ministry and MoJ, shall enter into the country, submit

documents and commence registration with the MoJ. Moreover, MoJ renew the registration of NGOs once every three years based on their activity and audit report.⁵⁹

3.3.2 Role and Responsibility of DPPA

Disaster Prevention and Preparedness Agency in accordance with its mandate and the national policy on disaster prevention and Management and its directive facilitate the work of NGOs and at the same time ensure due compliance of the NGOs with the law of the country. NGOs make one or more operational agreement with DPPA or and or with regional DPPC and/or bureaus. DPPC would facilitate an effective environment in which NGOs carry out work in a planned manner so that duplication and wastage are avoided and all parties are able to work towards self sufficiency and empowerment of the people.

DPPA has the following major roles and responsibilities in the activities of NGOs.

- Selecting and designating operational areas based on the preference and field of competence of the NGOs.
- Liaise between the NGOs, regional administration and DPPA bureaus and other governmental agencies
- Evaluate the operation of the NGOs in accordance with the policies and procedures established.
- Facilitate duty free importation of capital goods
- Facilitate the entry of qualified expatriate personnel in to the country for head office and in the absence of local expertise for projects as stipulated in the agreement.

⁵⁹ http://www.mojet/association's_registration.htm

- Review and verify the overall financial performance of the NGOs.
- Approve the opening of bank account and to change the signatories when the need arises.

3.3.3 Role and Responsibility of CRDA

What is CRDA?

Christian Relief and Development Association (CRDA) is an indigenous non-profit umbrella organization. It is an association of Non-Governmental Organizations (NGOs) and Civil Society Organizations (CSOs) engaged in relief and rehabilitation, developmental activities focusing on poverty alleviation and policy advocacy and lobbying. It is the first legally registered association of NGOs/ CSOs operating in Ethiopia and serves as a forum for collective vision and action. It allows resource mobilization and the sharing of experiences for effective and sustained impact. CRDA builds capacity to ensure efficiency and quality are met, efforts are not duplicated and lessons can be learnt.⁶⁰

History and Evolution of CRDA

The idea of creating CRDA was initially conceived in 1973 when a group of few organizations agreed to exchange information and coordinate their response to the grave humanitarian disaster of the time inflicted by drought, famine and displacement in the northern part of Ethiopia. As the intensity of the crisis deepened, a bank account

⁶⁰ CRDA Toolkit, 2007, Addis Ababa, pp

was opened and the Christian Relief Fund was established to mobilize resources.

Founding members of CRDA are:⁶¹ -

1. Adventist Development and Relief Agency
2. Baptist General Conference Mission
3. Baptist Mission/Ethiopia
4. Catholic Relief Services
5. Ethiopian Catholic Secretariat
6. Ethiopian Evangelical Church Mekane Yesus
7. Kale Heywet Church Development Program
8. Lutheran World Federation
9. Norwegian Church Aid
10. Oxfam/UK
11. Society of International Missionaries
12. St. Mathew's Church
13. Swedish Philadelphia Church Mission

Role of CRDA

CRDA was initially formed to coordinate efforts of few organizations that responded to the humanitarian exigencies of the 1973/74 famine. It has since then expanded its services and membership. In particular, it has shifted from focus on coordinating relief efforts of NGOs to development programs and advocacy efforts such as:⁶²

- Building capacity of indigenous NGOs

⁶¹ Ibid

⁶² Ibid

- Promoting information exchange and networking for advocacy and lobbying within CSOs and other agencies which are active in development areas, and
- Promoting an enabling environment for greater contribution of CSOs to development endeavors of Ethiopia.

Membership in CRDA

As at January 2007, CRDA has 283 member agencies. Of CRDA's total membership, 69% (194) are local NGO's and 31% (89) are international.⁶³ The membership operate throughout the country, covering both urban and rural areas emphasizing food security, rural and urban development, health, HIV/AIDS, education, gender, water and sanitation, infrastructure, good governance, environmental protection, civic education, etc.

Any NGO/CSO can become a member of CRDA so long as it fulfills certain criteria. Though they are varied in their organization, activities and scope of intervention, all CRDA members envision a society where human dignity, justice, peace and equality prevail and needs are satisfied. Since its establishment, CRDA has seen a continuous growth in the number of membership, increasing 22 times over from the 13 members it started with.⁶⁴

3.4 NGOs Contributions to the Community

According to CRDA and DPPC (2005) the contribution of NGOs to the community as well as to the country can be mentioned in terms of fixed assets, capacity building,

⁶³ Ibid

⁶⁴ Ibid

financial backups, different outputs and employment creation. Constructions like clinics, health posts, hospitals, training centers, schools, access roads, bridges, irrigation schemes, water supply schemes, conservation structures, residential houses, and toilets in different regions of the country are considered as major contributions in terms of fixed assets.⁶⁵ NGOs have been also contributing with the following major intervention areas like food security that includes food crop production, livestock development, conservation of natural resource and afforestation; health and domestic water supplies, reproductive health and family planning, HIV/AIDS, education facilities (formal and non formal), capacity building, urban and rural physical infrastructure, and emergency services.

The major achievements of 271 NGOs (i.e. 188 local and 83 international) for the five years of 1997 – 2001 (CRDA & DPPC, 2005) were as shown below.

Table 1 Major Achievements of NGOs for the period 1997-2001

Description	UoM	Local NGOs	International NGOs	Total
Food Security				
Supplied farm tools to households	No.	426,370	96,085	522,45
Provided draft animals (Oxen)	No.	1,155	611	1,764
Land brought under irrigation	Ha.	626	3,548	4,174
Supplied agricultural input	Qt.	982	1,330	2,312
Irrigation water supply system	Km	225	632	857
No of tree seedling distributed for free	milli	24	36	50
Health and Water				
Health posts	No.	221	445	665

⁶⁵ CRDA & DPPC 2004, Information Package on NGO Contribution, Addis Ababa, DSA, pp 10

Clinics	No.	11	72	83
Hospitals	No.	1	20	21
Construction & rehabilitation of	No.	9	16	25
Water points	No.	1,122	1,823	2,945
Education				
Schools built (formal)	No.	251	173	424
Public libraries	No.	10	2	12
Expansion of exiting schools	Bloc	16	32	48
Capacity Building				
Farmers trained in various skill	No.	636,753	336,812	
Persons provided with vocational	No.	680	415	1,095
Saving & Credit Association organized	No.	20,234	1,802	22,036
Training Centers established	No.	244	85	329
Physical Infrastructure				
Roads Constructed/rehabilitated	Km	3,205	16,580	19,785
Residential Houses	No.	1,508	1,392	2,900
Bridges Constructed/maintained	No.	13	28	41
Emergency				
Persons supplied with relief food	No.	2,061,527	1,221,448	3,282,97
Supported orphans	No.	58,000	12,000	70,000
Day care center established	No.	4	34	38
Houses constructed	No.	-	482	482

Note: The figures presented were for the six Regions, i.e. Addis Ababa, Amhara, Oromoia, SNNPR, Somali and Tigray

Source CRDA & DPPC, 2005.

The total numbers of projects during the period of 1997-2001 in the six regions were 360, of which 223 were supported by local and 137 were supported by international NGOs. Accordingly the number of projects accounted in Addis Ababa were 114 (31%), Oromoia 77 (21%), Amhara 71 (20%), SNNPR 68 (19%), Tigray 17 (5%) and Somali 13 (4%). With regard to sector of programs or services based on the aggregate data 51% were Health and Water, 17% Food security, 15% physical infrastructure, 11% educational facilities, 5% capacity building and 1% was HIV/AIDS.

3.5 NGOs Contributions to Employment

The other contribution of NGOs working in the country has been the creation of employment opportunity. Based on the data obtained from the CRDA and DPPA report of 2005, the total number of staffs working in the six regions of 271 organizations as of December 2002 were 9803 out of which 9643 (98.4%) were national and 160 (1.6%) were international or expatriate staffs. The following table adapted from CRDA depicts staffs distribution by job, region and type.

Table 2 Number of NGO staffs by region, job and type as at December 31, 2002

Region	Total	Number of Employees			
		Management	Technical	Support	No. of Expatriate Staffs
Addis Ababa	3979	506 (13%)	1418 (37%)	2044 (50%)	74
Amhara	2600	294 (11%)	1108 (42%)	1198 (47%)	26
SNNPR	1624	155 (10%)	660 (41%)	809 (49%)	51
Tigray	1135	49 (4%)	463 (41%)	623 (55%)	4
Somali	305	40 (13%)	96 (31%)	169 (56%)	5
Expatriate	160				160
Total	9803	1044	3745	4584	

CRDA and DPPC 2005

According to the report, out of the total 9803 staffs 64% were male and 36% are female. About 11% of the NGO staffs hold for management functions with executive roles, 39% provide technical or expert service, while 50% are support giving staffs. Regional distribution of the NGO staffs shows 41% were in Addis Ababa, 27% in Amhara, 17% SNNPR, 12% Tigray, and 3% in Somali.

Local NGOs account for 77% (7551 employees) of the work force of which 36% were females and international NGO account for the remaining 23% (2252 employees) and 35% were females. Staffs distribution by region and type of NGO is shown below.

Table 3 Number of Local and International staffs by region

Region	Local NGO Employees	International NGO Employees	Total
Addis Ababa	3127 (79%)	852 (21%)	3979
Amhara	1161 (62%)	989 (32%)	2600
SNNPR	1454 (90%)	170 (10%)	1624
Tigray	963 (85%)	172 (15%)	1135
Somali	236 (77%)	69 (23%)	305

CRDA and DPPC 2005

Job category indicated that 851 (82%) of management staffs, 3008 (80%) of technical staffs and 3612 (74%) of support staffs were found in local NGOs. While the remaining 193 (18%) of Management, 737 (20%) of technical and 1242 (26%) of support staffs were working in international NGO.

3.6 NGOs Total Expenditure during 1997-2001

The total expenditure made by NGOs for the period 1997-2001 for the six regions were Birr 3,599.65 million of which the local NGOs expenditure were Birr 1,992.41 million (55.35%) while the expenditure of international NGOs were Birr 1,607.24 (44.65%). Out of the total Birr 3,599 billion expenditure, the largest amount of 26% (Birr 939.4 Million) was expended for Oromiya region and the lowest amount of 7% (Birr 241.25 million) is

for Somali region. The following tables customized from the CRDA and DPPC 2005 report summarizes Non Governmental Organizations expenditure by region and period.

Table 4 NGOs Expenditure by region by year

Region	1997	1998	1999	2000	2001	Total	%
Tigray	139.56	54.00	60.94	139.65	101.00	495.15	14%
Amhara	117.78	154.09	149.57	208.40	193.73	823.57	23%
Oromiya	157.71	174.58	235.96	214.43	156.72	939.40	26%
SNNPR	32.15	74.58	130.43	164.79	317.13	719.08	20%
Somali	13.21	102.69	29.23	42.56	53.56	241.25	7%
Addis Ababa	49.33	48.90	66.75	83.58	132.64	381.20	11%
Total	509.74	608.84	672.88	853.41	954.78	3,599.65	100%

CRDA and DPPC 2005

With regard to expenditure by sector, out of the total Birr 3,599 billion expenditure 90% (Birr 3.24 Billion) was expended for development programs and the rest 10% (Birr 359.65 million) was for relief and rehabilitation operations

Table 5 NGOs Expenditure for the period 1997-2001 by sector by region

Sector	AA	Amhara	Oromiya	Somalia	Tigray	SNNPR	Total	%
Food Security	27.64	197.55	267.31	110.60	179.95	165.44	948.49	26%
Health & Water	59.64	131.53	361.00	45.27	68.69	325.16	991.29	28%
HIV/AIDS	19.56	14.50	2.73	1.09	2.91	9.12	49.91	1%
Education & Training	135.67	101.49	234.70	14.43	84.54	130.54	701.37	19%
Capacity building	83.44	128.10	12.92	37.17	28.93	31.92	322.48	9%
Physical Rehabilitation	34.77	96.87	36.57	18.00	12.47	28.52	227.20	6%
Emergency Operation	12.83	158.84	26.67	13.88	119.67	14.94	346.83	10%
Total	381.20	823.60	939.40	241.30	495.20	719.10	3,599.65	100%

CRDA and DPPC 2005

Summary

NGOs participation in the development and emergency relief activity in the country is back to the early twenty century. However, after the 1984/85 drought the number of NGOs operating the country has increased significantly. Based on the 2005 report of CRDA and DPPA for the period 1997-2001, the total number of NGOs operated in six regions (Tigray, Oromiay, Amhara, SNNPR, Somali and Benishangul Gumuz) of the country accounted to 271 of which 188 were local and 83 were international.

These local and international NGOs have created employment opportunities for 9803 peoples (9,643 were locals and 160 were international). Areas of participation of the NGOs during the period were in food security, health and water, HIV/AIDS, education, capacity building, physical infrastructure, and emergency activities. The total expenditure of the period was 3599 million birr out of this the expenditure of local NGOs were Birr 1.99 Billion (55.35%) and the international NGOs were Birr 1.61Billion (44.65%).

Chapter Four

The International Rescue Committee (IRC)

The American branch of the European-based International Relief Association (IRA), former name of the IRC, founded at the suggestion of Albert Einstein in 1933 to assist Germans suffering under Hitler. Refugees from Mussolini's Italy and Franco's Spain are

later assisted. The current name of the organization was given in 1942 after the IRA was merged with the Emergency Rescue Committee (ERC).⁶⁶

During its more than 70 years of service, the IRC internationally participates in activities like relief, rehabilitation, protection, post conflict development, resettlement services and advocacy for those uprooted or affected by violent conflict and oppression. The IRC delivers lifesaving aid in emergencies, rebuilds shattered communities, cares for war-affected children, rehabilitation, health care, water and sanitation systems, reunites separated families, restores lost livelihoods, establish schools, trains teachers, strengthens the capacity of local organizations and supports civil society and good governance initiatives.

The head quarter of the International Rescue Committee is based in New York, United States. The organization currently works in 25 countries overseas and out of which 15 courtiers are found in Africa.

4.1 IRC Ethiopia Program

IRC Ethiopia was established in 2000 in response to the severe drought in Somali Region. The IRC currently works throughout Ethiopia, in four refugee camps and with local drought affected populations in West Harage Zone and Southern Nations and Nationalities Peoples Region (SNNPR).

⁶⁶ <http://www.theirc.org/resources>

The four refugee camps are located in three regions of Ethiopia. Shimelba refugee camp Tigray Region, for Eritrean refugees who fled during Ethiopia-Eritrea border war of 1998-2000. In Benishangul Gumuz Region Sherkole and Yarenja refugee camps for Sudanese refugees who fled due to the 20 year civil war and in Somali Region Kebribeya refugee camp for Somalis refugees who are largely migrated from Mogadishu area due to insecurity problem of the Somali. IRC Ethiopia has provided service for 45,630 refugees and 222 924 Ethiopians. These activities indirectly aid 891,206 people. In the refugee camps, IRC Ethiopia provides emergency education (both formal and non formal), psychosocial support for youth, community service, water supply improvements, sanitation promotion, HIV/AIDS awareness and prevention, reproductive health education and services, voluntary counseling and testing, and gender based violence awareness and preventions. For drought-affected communities in Ethiopia, IRC projects include provision of emergency water and sanitation, livelihoods recovery initiatives for farmers and pastoralists, and community-based education aimed at reducing the number of children involved in the worst forms of child labor.

4.2 Summary of Individual Programs

Education

The IRC works to increase the quality of education in the refugee camps by building classrooms, training teachers, launching pre-schools and developing informal and out-of-school youth. Equally, awareness raising and sanitary supply distribution have contributed to promoting girls education. In the local community, through the KURET (Kenya, Uganda, Rwanda, Ethiopia Together) initiative the IRC's education programs is

working to reduce the number of children engaged in the worst forms of child labor through community capacity-building and awareness-raising, construction of Alternative Basic Education schools, teacher training and functional vocational literacy programs for youth.

Community Services

Through its community services programs in the camps, the IRC works to increase community representation of vulnerable groups such as women, the elderly and the disabled and assists in the removal of barriers to their access to camp services. Vulnerable groups receive vocational training in skills such as embroidery, tailoring, masonry, carpentry, and soap making, and small grants are provided to assist them in setting up small business such as tea shops, bakeries, and laundry shops.

Health

The IRC Ethiopia health sector works in 3 refugee camp locations as well as host and local communities in the areas of reproductive health and HIV/AIDS awareness raising programs organize campaigns, collect data on service usage, train community health workers, show educational videos, distribute condom to refugees, and increase access and awareness of family planning methods. In Sherkole refugee camp the IRC operates a Voluntary Counseling and Testing center and plans to expand this service to Shimilba. The IRC is also working to promote increased access of Anti-retroviral drugs for mothers to be in. Equally, the IRC Ethiopia health program is also working in areas of eye care and polio (and other childhood diseases)

Environmental Health (Water & Sanitation)

IRC creates, maintains and improves water supply systems in refugee camps and local communities. For this the IRC builds new latrines and waste pits, drills, boreholes, trains water system operation and maintenance teams, helping strengthen the capacity of local water bureaus, and educating refugees and local families on sanitation and hygiene. The IRC also distributes mosquito nets to stem rampant malaria and building an emergency team ready to work with partners to respond to rises around the country.

Livelihoods

IRC has begun two livelihoods recovery initiatives in Oromia region. IRC is organizing livelihood fairs where they can buy improved seed varieties. Farmers are also receiving training on alternative agricultural practices. In Somali region IRC works as part of consortium where livelihoods recovery focuses on animal health and improving market opportunities for livestock.

Geographical Information System (GIS)

GIS provides IRC Ethiopia with a satellite images, digitized maps and aerial photographs that are used in innovative ways not only to map water sources but also to analyze the impact of different socio-economic and infrastructure factors. GIS is also being used to map out humanitarian actors and projects, thus contributing to inter-agency coordination and helping to avoid duplication of efforts while highlighting areas of need.

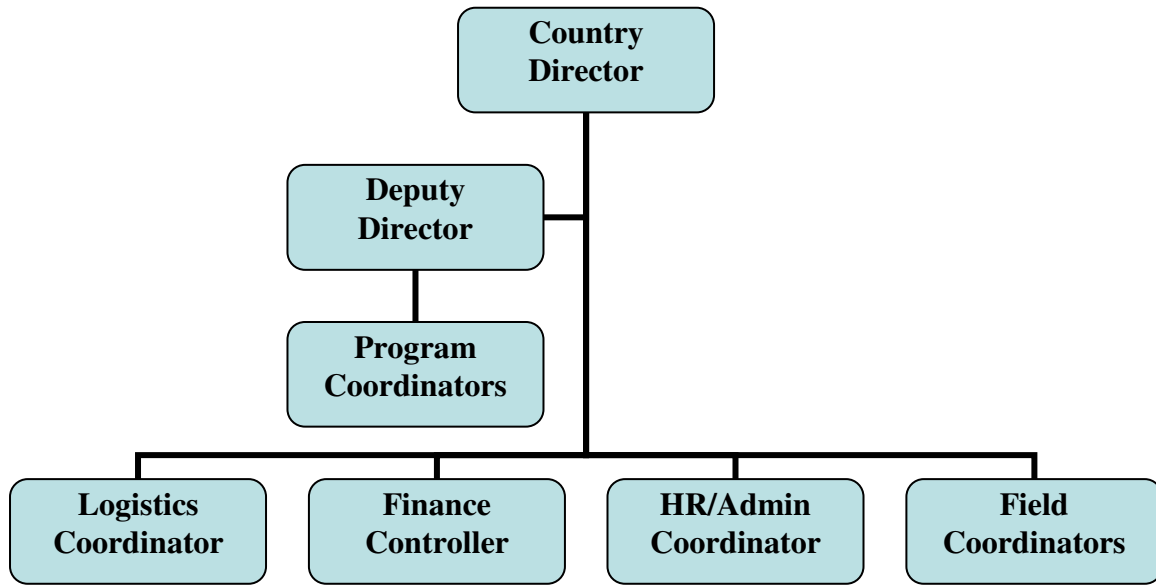
4.3 Organizational Structure of IRC Ethiopia

IRC Ethiopia currently has 8 international and 209 national employees working in the seven offices. The national office is based in Addis Ababa and the remaining six field offices are found in Assosa, Awassa, Asebetefri, Shire, Jijiga and Chagni. The country office is under the leadership of the Country Director and all field offices are run by Field Coordinators. The Country Director has the ultimate power in making decisions for the country program.

The IRC has two main divisions in Addis Ababa, i.e. Programs and Support. Program department includes, Water and Sanitation, Education and Community Service, Environmental Service (or Water and Sanitation), Health Program and GIS. The program department is headed by the Deputy Director assisted by Technical/Sector Coordinators providing technical support for field level program staffs that are engaged in direct implementation of the programs. Finance, Logistics, and Human Resources & Administration departments are found under support and each of them is headed by the respective Coordinators and directly report to the Country Director.

All department heads in Addis Ababa including the Deputy Director are report to the Country Director. The Country Director is also responsible to oversee the Field Coordinators that are responsible for the management and leadership of each field offices. Though the IRC follows open door policy, in general its formal reporting relationship is as shown below.

Figure 2, Condensed Organizational Structure of IRC Ethiopia Program



Source: the IRC Office

Summary

The IRC Ethiopia from its establishment of the year 2000 has been able to provide services for 45,630 Sudanese, Eritrean and Somali refugees and for 222 924 Ethiopians. These activities indirectly aid a total of 891,206 people.

Currently, the IRC participates in programs like Education, Community service, Health, Environmental health (Water and Sanitation), Livelihoods and Geographical Information System activities. The organization has created employment opportunities for 209 people.

Since the organization operates in remote areas with lack of infrastructure, warm temperature, vulnerability to malaria, lack of entertainment, and due to other factors, it has been affected by high staffs turnover. The following chapter analyzes the staff turnover of the organization.

Chapter Five
Staffs Turnover in the IRC - A Case Study
Presentation, Analysis and Interpretation of Data

This section deals with two parts, i.e. the first part present and analyze data collected from the IRC, and the second part present and analyze data collected through the questionnaire. Three types of questionnaires were distributed to terminated, existing and management staffs so as to get different ideas from all sides. The findings and interpretation of data will be dealt following the data analysis obtained from the IRC and computed by the researcher.

5.1 Existing Staffs Profile of the IRC

The staff profile of the IRC as of May 31, 2007, indicates that there were 209 employees who have open employment contract with the organization. These 209 employees are found in seven different offices. The table shown below illustrates the total number of staffs and the proportionate share of each office. Besides, the table also indicates the total number of staffs and their corresponding service year. For instance, for its more than seven years of service, the IRC has only 11 peoples (or 5% of the total employees) who has a service year of 5 year or more. On the other hand, 29% of the employees (61 in number) are new blood to the organization, i.e. they are under one year of service.

Table 6 Existing Staffs Profile by Service Year and by Office

Service Year	Addis Ababa	Asebe Teferi	Assosa	Awassa	Jijiga	Shire	Yarenja	Total	%
> 5 Year	5	0	0	0	1	5		11	5%
4-5 Year	8	7	5	0	0	4		24	11%
3-4 Year	15	7	2	3	0	2		29	14%
2-3 Year	10	4	5	1	3	3		26	12%
1-2 Year	4	3	16	12	15	8		58	28%
< a Year	6	11	10	7	17	8	2	61	29%
Total	48	32	38	23	36	30	2	209	100%
Percentage	23%	15%	18%	11%	17%	14%	1%	100%	

Source: IRC office and own computation

The Job grade of the IRC is categorized in to six grades and ten steps. The first grade (Grade 1) includes Guards, Cleaners, and Cooks; the second Grade (Grade 2) comprises Drivers, Cashiers, Storekeepers, Receptionists; the third grade (Grade 3) includes assistants; fourth grade Officers; fifth grade Managers and the sixth grade is Coordinators. Based on this category the largest share of staffs is Grade 1 with a proportion of 27% (57 in number of employees).

Table 7 Existing Staffs Profile by Job Grade and by Office

Job Grade	AA	Asebe Teferi	Assosa	Awassa	Jijiga	Shire	Yarenja	Total	%
Grade 6 (Coordinator)	7	1	1	1	2	1	0	13	6%
Grade 5 (Manger)	10	3	2	1	5	3	1	25	12%
Grade 4 (Officer)	8	6	10	5	9	8	0	46	22%
Grade 3 (Assistant Officers)	2	8	6	6	3	5	1	31	15%
Grade 2	9	7	8	3	6	4	0	37	18%
Grade 1	12	7	11	7	11	9	0	57	27%
Total	48	32	38	23	36	30	2	209	100%
Percentage	23%	15%	18%	11%	17%	14%	1%	100%	

Source: IRC office and own computation

With regard to the number of staffs on the basis of departments, the largest share (52% or 108 employees) goes to Logistics department. This is because of the inclusion of all Guards, Cooks, Drivers, Storekeepers, and most of the cleaners and Receptionists are under the department. The share of each department is presented in the below table.

Table 8 Existing Staffs Profile by Department and by Office

Department /Location	AA	Asebe Teferi	Assosa	Awassa	Jijiga	Shire	Yarenja	Total	%
HR and Admin	5	1	1					7	3%
Education & Community Service	3	5	8	1	5	5		27	13%
Finance	5	2	2	2	3	2		16	8%

GIS	2				1			3	1%
Health	3	1	4	1	2	5		16	8%
Logistics	25	18	20	10	19	15	1	108	52%
PLI		1			4			5	2%
Management Group	2	1	1	1	1	1	1	8	4%
Environment Health(Water and Sanitation)	3	3	2	8	1	2		19	9%
Total	48	32	38	23	36	30	2	209	100%

Source: IRC office and own computation

5.2 Terminated Staffs Profile of the IRC

Though there has been staffs turnover since from the establishment, the IRC has been able to maintain crude records of the human resource movement after the reorganization of departments made in the period 2004/2005. During this period the Operation department was separated in to two departments namely, Logistics and HR and Administration. Accordingly, the HR and Admin Department has started to record the staffs profile from the year 2004. This project paper analysis is, therefore, made starting from the fiscal period 2004/2005.

Since from the period 2004/2005 to 2006/2007 the total number of staffs terminated from the IRC is counted to 89. However, though the organization does not keep detailed record for each resigned/terminated staffs, the total number of terminated staffs since from establishment is around 174. This indicates that the organization has lost almost 45% (174 out of 383) of its employees due to different reasons.

Based the data obtained for the last three years four types of analysis are made. The first type of analysis is made for terminated staffs based on fiscal year and field offices. Out of the total 89 terminated staffs, 30 (33.71%) were for the period 2004/2005, 34 (38.2%) were for 2005/2006 and 25 (28.09%) were for 2006/2007.

When we compare termination rate based on location, Assosa - Sherkole field office accounted for 21.35% (19 employees) followed by Addis office which accounts for 18% or 16 employees. In addition, the comparison of the number of terminated staffs with the existing staffs for the last three years indicates that the Assosa-Sherkole field office's crude turnover rate is accounted to 50% followed by Shire-Shimelba office of 47%. The 600% proportion of Yarenja Office is caused due to the phase out of the project. The below table depicts the terminated staffs distribution by period and location of offices.

Table 9 Terminated Staffs Profile by Year of Service and by Office

Period / Location	AA	Asebe Teferi	Assosa/ Sherkole	Awassa	Jijiga	Shire/ Shimelba	Yarenja	Total	% by Year
Year 2004/2005	8	3	9		2	6	2	30	33.71 %
Year 2005/2006	4	7	6	2	6	4	5	34	38.20 %
Year 2006/2007	4	3	4		5	4	5	25	28.09 %
Total Terminated	16	13	19	2	13	14	12	89	100.00 %
Percentage by Location	17.98%	14.61%	21.35%	2.25%	14.61%	15.73%	13.48%	100.0%	
Existing Staffs	48	32	38	23	36	30	2	209	
% of Terminated to Existing by Location	33 %	41%	50%	9%	36%	47%	600%	43%	

Source: IRC office and own computation

The second analysis was made by categorizing termination of employees in to seven classes based on their service years. Accordingly, the analysis of the three year period figures portray that most of the employees are terminated /resigned from the IRC during the first months of their employment period (less than six month stay in the IRC) and which accounts to 31.46% (or 28 employees) followed by the termination/resignation of

staffs whose service year is greater than one year but less than two year service. This category accounts to 29.21% (or 26 employees). The following table depicts the proportion of staffs resigned based on service Years.

Table 10 Terminated Staffs Profile by Year of service

Service Year	No of Terminated Staffs	Percent
Less than Six month	28	31.46%
6 Month - 1 Year	14	15.73%
1 - 2 Year	26	29.21%
2 - 3 Year	16	17.98%
3 - 4 Year	3	3.37%
4 - 5 Year	2	2.25%
> 5 Year	0	0.00%
Total	89	100.00%

Source: IRC office and own computation

The third type of analysis is made based on termination/ resignation of staffs by position or grade of employees. As shown on the below table, the highest termination/resignation was for the Officer position which accounts for one third of the total termination (33.71% or 30 employees). The proportion of terminated staffs to existing staffs based on grade, however, indicates that both the Assistant and Officer Positions are equally susceptible to staffs turnover as both of them have accounted to 65%. The least termination /resignation were the Coordinator position (the highest rank in the organization) and only one employee (account to 1.12%) was resigned from this position. The “other” section of the below table includes both grade 1 and grade 2 which include guards, drivers, cleaners, receptionists, cooks, etc.

Table 11 Terminated staffs by Position

Position	No of Resigned staffs	Percent	Existing Staffs	Proportion of Resigned to Existing
Assistant	20	22.47%	31	65%
Officer	30	33.71%	46	65%
Manager	11	12.36%	25	44%
Coordinator	1	1.12%	13	8%
Others	27	30.34%	94	29%
Total	89	100.00%	209	43%

Source: IRC office and own computation

The last type of analysis of is made based on the department. As indicated on the “Percent of Terminated Staffs” column of the table below, the crude percentage figure shows that 39.33% (35 out of 89 employees) are terminated from Logistics Department. However, the “Proportion of Resigned staffs to Existing staffs” column indicates the total number of staffs resigned from each department in comparison with the number of existing staffs of the respective departments. This figures measures which department is really susceptible to high staff turnover. Accordingly, the Education and Community Service Department is the one that is more susceptible to high turnover as witnessed by the percentage of 81% followed by Health department with 69%.

Table 12 Terminated staffs by Department

Department	No of Resigned Staffs	Percent of Terminated Staffs	Existing Staffs	Proportion of Resigned to Existing
	A	B	C	D=A/C
HR and Administration	2	2.25%	7	29%
Community Service & Education	22	24.72%	27	81%
Finance	9	10.11%	16	56%
GIS	1	1.12%	3	33%

Health	11	12.36%	16	69%
Logistics	35	39.33%	108	32%
Management	3	3.37%	8	38%
Water	5	5.62%	19	26%
PLI	1	1.12%	5	20%
Total	89	100.00%	209	43%

Source: IRC office and own computation

5.3 Analysis of Data Gathered through Questionnaire

In this section the data collocated through the three types of questionnaires are analyzed and interpreted. As stated before, to maximize the diversity of the ideas and attitudes, three types of questionnaires were distributed to the ex, existing and management staffs. Besides, in order to gather sufficient information about the IRC, the questionnaires were also sent to six offices, i.e. one to the country office at Addis Ababa and to five field offices Asossa, Asebeteferi, Awassa, Jijiga and Shire. In general, 95 questionnaires (58 for existing, 12 for management and 25 for resigned staffs) were distributed. Out of 95 questionnaires, 57% of the questionnaires (or 54 questionnaires i.e. 36 for existing, 7 for management and 12 for terminated staffs) were collected. However, the four questionnaires collected from existing staffs are rejected due to poor or incomplete responses. The general characteristics of the respondents and their opinion about the IRC are presented in the following sections.

5.3.1 General Characteristics of the Respondents

The general characteristics of the respondents include both personal and professional characteristics. The respondents were 31 existing staffs, 12 ex-staffs and 7

management staffs. The table shown on the next page describes the respondents' general characteristics about sex, age, marital status, educational qualification, department, work experience and their position in the IRC.

As shown on the next page table, out of the total 50 respondents, 12 (24%) of them are ex-staffs, 7 (14%) management staffs, and 31 (62%) are non management existing staffs.

Of 50 respondents 41 (82%) and 9 (18%) were males and females respectively. With regard to age; the majority of the respondents i.e. 25 (50%) are young and between the age of 20-30.

Concerning the marital status of the respondents 60% (26) of them are single and 5% (2) of them are Divorced. With regard to educational qualification of the respondents 30 (60%) are first degree holders and 2 (4%) of them has second degree. The following table 13 depicts the general characteristics of the respondents.

Table 13 General Characteristics of Respondents

Item No	Description	Ex-Staffs		Management Staffs		Existing Staffs		Total	
		Number	%	Number	%	Number	%	Number	%
1	Sex								
	Male	10	83%	6	86%	25	81%	41	82%
	Female	2	17%	1	14%	6	19%	9	18%
	Total	12	100%	7	100%	31	100%	50	100%
2	Age								
	20-25 Year	0	0%		0%	3	10%	3	6%
	26-30 Year	7	58%	1	14%	14	45%	22	44%
	31-35 Year	5	42%	5	71%	7	23%	17	34%
	> 35 Year	0	0%	1	14%	7	23%	8	16%
	Total	12	100%	7	100%	31	100%	50	

3	Martial Status								
	Single	7	58%			19	61%	26	52%
	Married	4	33%			10	32%	14	28%
	Widowed		0%				0%	0	0%
	Divorced		0%			2	6%	2	4%
	No Answer	1	8%					1	2%
	Total	12	100%	0	0%	31	100%	43	86%
4	Educational Qual.							0	
	12 Grade and Below	0	0%		0%	1	3%	1	2%
	College Diploma	3	25%	2	29%	12	39%	17	34%
	First Degree	9	75%	3	43%	18	58%	30	60%
	Second Degree		0%	2	29%	0	0%	2	4%
	Total	12	100%	7	100%	31	100%	50	100%
4	Department								
	Finance	2	17%			2	6%	4	9%
	Logistics	2	17%			5	16%	7	16%
	HR and Admin	0	0%			3	10%	3	7%
	Programs	8	67%			18	58%	26	60%
	No Answer		0%			3	10%	3	7%
	Total	12	100%	0	0%	31	100%	43	100%
5	Work Experience in the IRC								
	< 1 Year Service	4	33%	2	29%	12	39%	18	36%
	1-2 Year Service	3	25%	0	0%	9	29%	12	24%
	2-3 Year Service	0	0%	3	43%	3	10%	6	12%
	3-5 Year Service	5	42%	2	29%	6	19%	13	26%
	> 5 Year Service	0	0%	0	0%	1	3%	1	2%
	Total	12	100%	7	100%	31	100%	50	100%
6	Position in the IRC								
	Assistant	4	33%			13		17	35%
	Officer	7	58%			16		23	48%
	Manger	1	8%	5	71%	2		8	17%
	Coordinator	0	0%	2	29%	0		2	4%
	Total	12	100%	7	100%	31	0	50	100%

Source: Computed from questioners

As to years of service in the IRC, 18 (36%) has service year of less than six month, 14 (28%) has greater than 3 year of service. Concerning grade or position in the IRC, 17 (35%) are Assistant position, 23 (48%) have are Officers, 8 (17%) are Managers and 2 (4%) are Coordinators.

5.3.2 Terminated Staffs View about the IRC

This section analyzes terminated staffs view about the IRC from two perspectives. The first perspective is based on individual respondent insight about his/her personal opinion regarding their job, salary, relationship with others and his/her general feelings. The second perspective is based on the general environment of IRC including what they have heard from others and what he/she observed during his/her stay in the IRC and in comparison with other similar organizations.

5.3.2.1 Response from Individual Point of View

Pre-placement orientation or induction is given by the IRC at the time of employment. The orientation package includes the IRC background information, personnel policy and procedures; finance and grant management, working conditions and environment, mandatory reporting, etc. The orientation is given by the respective department staffs.

Table 14 Ex staffs Pre-Placement Induction/Orientation rating

Rate	Number of Respondents	Percent
Excellent	1	8%
Very Good	4	33%
Good	5	42%
Fair	1	8%
No Answer	1	8%
Total	12	100%

Source: Computed from questioners

Ex -staffs opinion about the induction program of the IRC is rated as excellent by 8% (1), very good 33% (4), good 42% (5), fair 8% (1) and 8 % (1) no response. This indicates that the IRC needs to do more to achieve the highest satisfaction standard in orientation specially to reduce early terminations.

Having sufficient information about the history and status of the job, the existing relationship between beneficiaries, regulatory bodies, donors and other agencies is

crucial for the successful implementation of programs. Besides, this reduces the time required by an employee to adapt the job and working environments. This can be achieved by obtaining necessary handover through documents and personal discussion with predecessor. In this regard, the ex staffs were inquired to indicate how they got handover. Out of the total 12 respondents, 4 (33%) were handed over through document, 2 (17%) handed over in person, 1 (8%) both through document and, 5 (42%) has not get any type of handover documents. As shown on the below table, 40% (2) out of five respondents who has not get any type of handover experience difficulty in properly executing their jobs. Moreover, out of these 12 respondents 50% (6) of them was not able to handover to their successors due to unavailability of replacements. In order to avoid loss of organizational memories, if termination is not avoidable, management of IRC needs to look mechanisms that facilitate the quick replacement of staffs to ensure in person handover and also should able to enforce staffs at lest to prepare handover documents. The below table indicates staff opinion about handover.

Table 15 Terminated Staff Opinion about Handover

	Rate	Number of Respondents	Percent
1	How did you get your handover		
	Through document	4	33%
	Personal (face to face)	2	17%
	Not at all	5	42%
	Both	1	8%
	Total	12	100%
2	Was there any difficulty due to lack of proper handover in any form?		
	Yes	2	40%
	No	2	40%
	No Answer	1	20%
	Total	4	100%
3.	Did you handed over to your successor		
	Yes	6	50%

No	6	50%
Total	12	100%

Source: Computed from questioners

Ex staffs are inquired whether they felt marginalized (unimportant) or not. Forty two percent (5) of the respondents were replied that they had experienced this feeling and 58% (7) replied that they did not felt marginalized. The summarized response indicates that line managers do not participate staffs in making vital decision; and important information which was necessary for properly existing the jobs were not sufficiently given to staffs. As a result they developed such type of sense.

Table 16 Ex Staffs Feeling About Marginalization (Sense of Unimportance)

Rate	Number of Respondents	Percent
Yes	5	42%
No	7	58%
Total	12	100%

Source: Computed from questioners

Terminated staffs were requested to rate their relationship with their technical and immediate supervisors. Almost all of field based IRC's staffs has two supervisors in which they are directly responsible to report the Filed Coordinator for all types of administrative and routine issues and simultaneously report to Addis officials for technical matters.

Table 17 Relationship with Immediate and technical supervisor

Rate	Number of Respondents	Percent
1. Relationship w/h Immediate supervisor		
Excellent	3	25%
Very good	7	58%
Good	1	8%
Fair	0	0%
Bad	1	8%
Total	12	100%
2. Table Relationship w/h technical supervisor		
Excellent	3	25%
V good	5	42%
Good	1	8%
Fair	1	8%
Bad	1	8%
No Answer	1	8%

Total	12	100%
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Source: Computed from questioners

As shown on the above tables, the ex-staffs respondents have rated their relationship with their immediate supervisor in the following manner. Of 12 respondents 3 (25%) had excellent, 7 (58%) very good, 1(8%) good, and 1 (8%) rated as bad. With regard to relationship with technical supervisor, 3 (25%) has rated excellent, 5 (42%) very good, 1(8%) good, 1 (8%) fair, 1 (8%) bad and 1 (1%) no answer. Though, in general, ex staffs has good relation with both types of supervisors, the number of ex staffs who has favorable attitude to immediate supervisors are greater than the technical supervisor. Ex-staffs attitudes towards payment, and work load and responsibility in terms of capacity are as follows.

Table 18 Terminated staffs rating about pay, workload, responsibility

	Rate	Number of Respondents	Percent
1	Do You Think That You Have Been Paid Well		
	Yes	3	25%
	No	9	75%
	Total	12	100%
2	Work Load In Terms Of Normal Working Hours		
	normal	1	8%
	Beyond	11	92%
	Under		0%
	Total	12	100%
3	Responsibility In Terms Of Capacity		
	Below	5	42%
	Within	5	42%
	Beyond	2	17%
	Total	12	100%

Though as compared to government organizations and local NGOs IRC's salary scale is far more better, out of the total 12 respondents, 75% (9) of them are not happy with the payment while 3 (25%) responded as they have been paid well. With regard to work load in terms of normal 8 hour work per day, most of the ex-staffs 92% (11) responded that the work load was beyond normal 8 hour work while 1 (8%) says it was under normal condition. Similarly of 12 respondents, 75% (9) of them complain that the salary they have been paid does not compensate the work load while 17% (2) says salary

compensate workload and 1 (8%) responded as it was good. As to responsibility in terms of capacity, out of 12 ex-staffs, 5 (42%) of respondents claims that they were working below their capacity, 2 (17%) beyond their capacity and 5 (42%) agree that they had worked within their capacity.

Since most of the IRC's field offices are found in the remote area of the country, respondents are also inquired to rate the working environment. Accordingly, no one has rated the working environment as excellent, however, 1 (8%) rated as very good, 7 (58%) moderate, 2 (17%) good and 2(17%) as bad. Of these 12 respondents, 7 (58%) of them replied that the environment condition is one of the reasons for their resignation, while 5 (42%) replied that this does not any contribution to their resignation.

Table 19 View about Working Environment

	Number of Respondents	Percent
1. The Working Environment Condition of IRC		
Excellent		0%
V good	1	8%
moderate	7	58%
Fair	2	17%
Bad	2	17%
Total	12	100%
2. Do you think that the environment condition had impact for your resignation		
Yes	7	58%
No	5	42%
Total	12	100%

Source: Computed from questioners

The staff composition of IRC includes both expatriate and national/local staffs. Therefore, ex-staffs were inquired to give their opinion whether there was any discrimination between national and expatriate staffs in terms of salary, workload, and treatment. Consequently, 75% (9) say there is discrimination in salary payment while 25% (3) do not agree with this. With regard to work load 25% (3) says there decimation but 75% (9) say there is no work load discrimination. Concerning treatment, 7 (58%) agree that there is discrimination while 5 (42%) responded that there is no discrimination in terms of treatment.

Table 20 Terminated Staff view about discrimination

		No of Respondents	Percent		No of Respondents	Percent	Total	Percent
Salary	Yes	9	75%	No	3	25%	12	100%
Workload	Yes	3	25%	No	9	75%	12	100%
Treatment	Yes	7	58%	No	5	42%	12	100%

Source: Computed from questioners

It is believed by many researchers that the cause of staffs turn over might be one or more interrelated reasons. With this in mind ex-staffs respondents were inquired to list their reasons for resignations. Therefore the summarized response indicates that the cause for one employee is a family problem. That is he intends to marry and live with his spouse in Addis. The other 11 (92) % resigned staffs have the combination of more than one problem. Accordingly, resignation of 4 (33%) was poor leadership problem, 1 (8%) security (that is war), 6 (50%) were due to dissatisfaction of the job including routine work and lack of promotion, 4(25%) due to better opportunity including higher salary, higher position, changing of work profession and better place like Addis, 3 (25%) were due to dissatisfaction with area as stated by remote place, warm temperature, vulnerability to malarial and lack of entertainment and 1 (8%) resigned due to educational opportunity (to continue masters in Addis Ababa University).

5.3.2.2 Response of Ex-Staffs from General Observation

In this section ex-staffs are requested to rate based on what they have heard or observed from others and as far as possible in comparison with other similar organizations. All respondents have at least two years work experience before joining IRC and, therefore, believed that they have sufficient information to judge the organization. The following table depicts the percentage summary of the respondents.

Table 21 Ex staffs view from general observation.

	Number of Respondents	Percent
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1	Working Condition of IRC		
	Excellent		
	V good	6	50%
	Good	3	25%
	Fair	3	25%
	Bad		
	Total	12	1
2	Relationship among staffs		
	Excellent	2	17%
	V good	2	17%
	Good	7	58%
	Fair	1	8%
	Bad		0%
	Total	12	100%
3	Relationship between supervisors and subordinates		
	Excellent	1	8%
	V good	5	43%
	Good	1	8%
	Fair	4	33%
	Bad	1	8%
	Total	12	100%
4	Leadership skill of your supervisors		
	Excellent	4	33%
	V good	3	25%
	Good		0%
	Fair	2	17%
	Bad	3	25%
	Total	12	100%
5	Benefits and Compensation of the IRC comparison with other org		
	Excellent		0%
	V good	3	25%
	Good	5	42%
	Fair	1	8%
	Bad	3	25%
	Total	12	100%

Source: Computed from questioners

With regard to the general working condition of IRC out of 12 respondents, no one has said excellent, 6 (50%) replied as very good, 3 (25%) as good, and 3 (25%) as fair. Concerning relationship among staffs, 2 (17%) rated as excellent, 2 (17%) very good, 7(58%) good, and 1 (8%) rated fair.

The other factor that ex staffs requested was their feeling about the leadership skill of their supervisors, accordingly, 4 (33%) excellent, 3% (25%) very good, 2 (17%) fair and 3 (25%) rated as bad. Regarding relationship between supervisors and subordinates out

of the 12 respondents 1 (8%) rated excellent, 5 (42%) very good, 1 (8%) good, 4 (33%) fair, and 1 (8%) rated as bad.

Concerning benefits and compensation of IRC no one has rated as excellent, but 3 (25%) very good, 5 (42%) good, 1 (8%) fair, 1 (8%) bad and 3 (25%) rated as bad.

5.3.3 Existing Staffs View about the IRC

In this section also respondents are inquired to reply from the two type of perspectives used in the ex-staffs section. As indicted on Table 13, the total number of respondents are 31 of which 25 (81%) are male 6 (19%) are females and includes all departments with the proportion of 2 (6%) Finance, 5 (16%) Logistics, 3 (10%) Human Resource and Administration, 18 (58%) from all programs and 3 (10%) of them are not mentioned their department. This section, though, assumed for non-management staffs, it includes two management staffs (managers) who filled the questionnaire prepared for non management staffs unknowingly but completed genuinely.

5.3.3.1 Response from Individual Point of View

Existing staffs opinion about the induction program of the IRC is rated as excellent by 13% (4), very good 42% (13), good 29% (9), 10% (3) fair, 3 % (1) bad and 8 % (1) no response. This indicates that in comparison to the ex staffs, the existing staffs have relatively better satisfaction and therefore this might be one of the factors for resignation of less informed employees.

Table 22 Existing Staffs Pre-Placement Induction/Orientation

Rate	Number of Respondents	Percent
Excellent	4	13%
Very Good	13	42%
Good	9	29%
Fair	3	10%
Bad	1	3%
No Answer	1	3%
Total	31	100%

Source: Computed from questioners

With regard to handover, out of the total 31 respondents, 15 (49%) were handed over through document, 10 (32%) handed over in person, and, 5 (16%) has not get any type of handover documents. As shown on the below table, 40% (2) out of five respondents who has not get any type of handover experience no difficulty in properly executing their jobs.

Table 23 existing staff view about Handover

	Rate	Number of Respondents	Percent
1	How did you get your handover		
	Through document	15	49%
	Personal (face to face)	10	32%
	Not at all	5	16%
	Both		
	No answer	1	3%
	Total	31	100%
2	Was there any difficulty due to lack of proper handover in any form?		
	Yes	0	
	No	5	100%
	No Answer		
	Total	5	100%

Source: Computed from questioners

Existing staffs are inquired whether they feel marginalized or not. Ten percent (3) of the respondents were replied that they had experienced this feeling, 84% (26) replied that they did not felt marginalized and 6% (2) did not give any answer. Except for mentioning the feeling of marginalization, no one has mentioned the cause of their feeling.

Table 24 Existing Staffs Feeling About Marginalization (Sense of Unimportance)

Rate	Number of Respondents	Percent
Yes	3	10%
No	26	84%
No Answer	2	6%

Total	31	100%
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Source: Computed from questioners

In the same manner as the ex-staffs, the existing staff respondents have also ranked their relationship with their immediate and technical supervisors. Accordingly, they rated their relationship with immediate supervisor as 14 (45%) excellent, 14 (45%) very good, 1(3%) good, and 2 (7%) rated as fair. With regard to relationship with technical supervisor, 12 (39%) rated excellent, 7 (23%) very good, 2(6%) good, 2 (6%) rated as fair, and 8 (26%) gives no answer, this might be due to the presence one supervisor only. The same as ex-staffs, though, existing staffs have good relationship with both supervisors; the number of existing staffs who have favorable attitude to immediate supervisors are greater than the technical supervisor.

Table 25 Relationship with Immediate and technical supervisor

Rate	Number of Respondents	Percent
1. Relationship w/h Immediate supervisor		
Excellent	14	45%
Very good	14	45%
Good	1	3%
Fair	2	7%
Bad		%
Total	31	100%
2. Table Relationship w/h technical supervisor		
Excellent	12	39%
V good	7	23%
Good	2	6%
Fair	2	6%
No answer	8	26%
Total	31	100%

Source: Computed from questioners

The attitudes of existing staffs towards work load, responsibility in terms of capacity and payment are discussed as follows. With regard to work load in terms of normal 8 hour work per day, most of the existing staffs 61% (19) responded that the work load was beyond normal 8 hour work and 12 (39%) says it is under normal condition. As to responsibility in terms of capacity, out of 31 staffs, 7 (23%) of the respondents claims that they were working below their capacity, 23 (74%) within their capacity, and 1 (3%) responded it is beyond their capacity. Concerning payment, out of the total, 45% (14) of

them are not happy with the payment while 16 (52%) responded as they have been paid well and 1 (3%) said it is fair.

Table 26 Existing Staff View about pay, workload and responsibility

	Rate	Number of Respondents	Percent
1	Do You Think That You Have Been Paid Well		
	Yes	16	52%
	No	14	45%
	Not fair	1	3%
	Total	31	100%
2	Work Load In Terms Of Normal Working Hours		
	normal	12	39%
	Beyond	19	61%
	Under	0	0%
	Total	31	100%
3	Responsibility In Terms Of Capacity		
	Below	7	23%
	Within	23	74%
	Beyond	1	3%
	Total	31	100%

Source: Computed from questioners

Existing staffs were also inquired to compare payment with work load and they rated that, only 7 (23%) of them responded that the payment compensate the workload, and 21(68%) of them complain that the salary they are getting does not compensate the work load and 3 (10%) gives no response.

Based on the same reason mentioned in the terminated staffs view section, existing staffs also inquired to rate the working environment. Accordingly, no one has rated the working environment as excellent, however, 9 (29%) rated as very good, 6 (19%) replied as moderate, 8 (26%) said fair and 8(26%) rated as bad. Concerning their future stay in the IRC out of 31 respondents, 23 (74%) of them replied that the environment condition has impact on their future stay and 8 (26%) replied that the working environment does not have any effect on their future stay in the IRC.

Table 27 Existing staff views about working environment

	Number of Respondents	Percent
1. The Working Environment Condition of IRC		
Excellent		0%
Very Good	9	29%

Moderate	6	19%
Fair	8	26%
Bad	8	26%
Total	31	100%
2. Do you think that the environment condition will have impact for your future stay		
Yes	23	74%
No	8	26%
Total	12	100%

Source: Computed from questioners

Out of 31 existing staffs 22 (71%) of them believes that there is discrimination in salary between expatriate and national staffs, whereas 9 (29%) of them disagree with this. With regard to treatment 8 (26%) of them believe that there is favoritism to expatriate staffs. However, 23 (74%) of them replied that there is no special treatment to expatriate staffs. With regard to work load, 26% (8) says there is decimation but 74% (23) say there is no work load discrimination.

Table 28 Existing staff views about presence of discrimination between expat and national

		No of Respondents	Percent		No of Respondents	Percent	Total	Percent
Salary	Yes	22	71%	No	9	29%	31	100%
Workload	Yes	8	26%	No	23	74%	31	100%
Treatment	Yes	5	16%	No	26	84%	31	100%

Source: Computed from questioners

The existing staffs are also inquired to reply what would be the major enforcing factors that may oblige them to resign from the IRC. Respondents have given two or more enforcing factors that may cause them to resign. Accordingly, the following figures indicate the summarized response of the 31 respondents. Leadership problem might be the reason for 3 (10%), 10 (32%) family problem including proximity to family, 7 (23%) security including war, 5 (16%) dissatisfaction with the job which includes routine work and lack of promotion. Better opportunity in other organization in terms of salary, higher position, changing of work profession and better place like Addis is accounted to 18

(58%) of the respondents. 3 (25%) respondents were suggested that dissatisfaction with area as stated by remote place, warm temperature, vulnerability to malarial and lack of entertainment might be the major causes. Educational opportunity is mentioned by 17 (55%) staffs as a potential cause for the resignation.

5.3.3.2 Existing Staffs Response from General Observation

The existing staffs' general view about the IRC based on their general observation is presented as follows. Concerning the relationship among staffs in the IRC, out of 31 respondents, 14 (45%) replied that there is excellent relationship, 13 (42%) rated as very good, 4 (13%) rated as good. With regard to relationship among staffs, 9 (29%) rated as excellent, 18 (58%) very good, 4 (13%) good. Concerning leadership skills of supervisors, 13 (42%) rated as excellent, 15 (48%) very good, and 3 (10%) as good. Pertaining to benefits and compensation of IRC 1 (4%) rated as excellent, 10 (32%) very good, 5 (16%) as good, 10 (32%) fair and 5 (16%) rated as bad.

Table 29 existing staffs views from general observation.

		Number of Respondents	Percent
1	Working Condition of IRC		
	Excellent		0%
	V good	14	45%
	Good	13	42%
	Fair	4	3%
	Bad		0%
	Total	31	1
2	Relationship between supervisors and subordinates		
	Excellent	9	29%
	V good	18	58%
	Good	14	13%
	Fair		
	Bad		
	Total	31	100%
3	Leadership skill of your supervisors		
	Excellent	13	42%
	V good	15	48%

	Good	3	10%
	Fair		
	Bad		
	Total	31	100%
4	Benefits and Compensation of the IRC comparison with other org		
	Excellent	1	4%
	V good	10	32%
	Good	5	16%
	Fair	10	32%
	Bad	5	16%
	Total	31	100%

Source: Computed from questioners

5.3.4 Management Staffs View about the IRC

General characteristics of the respondents as indicated on table 13, out of the total 7 respondents 6 (86%) are male and 1 (14%) is female. Of these respondents, 2 (29%) have worked in the IRC less than a year, 3 (43%) between 2 and 3 years, and 2 (29%) are with service year of greater than 3 but less than 5 years. Concerning position, 5 are managers and 2 are coordinators.

Leadership skill is one of the factors that determine the retention of staffs in an organization. Leaders develop their leadership skill through experience, formal training and education. With this view management staffs were inquired about their experience, placement on position, exposure to any form of human resource management training. Accordingly, four (57%) of the respondents has got their managerial positions through promotion while the two has got through initial employment. With regard to human resource management 57% (4) have earlier experience before joining IRC but not the rest of 43% (3). Of these respondents, majority of them i.e. 86% (6) does not take any form of human resource management training, and 5 (71%) of them assert that they have developed leadership skill through experience. Relationships with their

subordinate is rated as excellent by 1 (14%), very good 3 (43%), good 2 (29%) and fair 1 (14%). The following table depicts the summarized response of management staffs.

Table 30 management staffs response about themselves

	Rate	Number of Respondents	Percent
1	How did you get the current position		
	Through Initial Employment	2	29%
	Through Promotion	4	57%
	Both Promotion and Initial Employment	1	14%
	Total	7	100%
2	How you developed your Leadership skill		
	Through Experience	5	71%
	Through Training		0%
	Both	2	29%
	Total	7	100%
3	Do you have any HR mgmt practice before IRC		
	Yes	4	57%
	No	3	43%
	Total	7	100%
4	Have you get any HR Training after joining IRC		
	Yes	1	14%
	No	6	86%
	Total	7	100%
19	How do you rate your relationship with subordinates		
	Excellent	1	14%
	Very Good	3	43%
	Good	2	29%
	Fair	1	14%
	Total	7	100%

Source: Computed from questioners

These management staffs have rated the general environment of the IRC in the following manner. Concerning relationship among staffs, no one has rated as excellent, however, 3 (43%) as very good, 2(29%) as good, 2(%) as fair. These officials has also rated workload in terms of the normal eight hour working and 3 (43%) agree that it is under normal condition while 4 (57%) said that it is beyond the normal working hours. In the view of the management staffs, the working condition of the IRC is rated as very good by 57% (4), 29% (2) good and 14% (1) as fair.

Table 31 management staffs response about IRC

	Rate	Number of Respondents	Percent
1	Relation ship among staff		
	Excellent		0%
	V good	3	43%
	Good	2	29%
	Fair	2	29%
	Total	7	100%
2	Workload in term of 8 hour per day		
	normal	3	43%
	Beyond	4	57%
	Under		0%
	Total	7	100%
3	Working condition of the IRC		
	Excellent		0%
	V good	4	57%
	Good	2	29%
	Fair	1	14%
	Total	7	100%

Source: Computed from questioners

5.4 Estimated Cost of Staffs Turnover

Due to the recurrent staff turnover, IRC has been incurring both financial and non financial costs. The average financial cost per employee is estimated to be equal to Birr ETB 6,740.00 Assuming that IRC has an average of 30 terminations per year the total annual financial cost is ETB 202,200 (6,740.00x30). The breakdown of the costs is shown below.

- Cost of vacancy posting estimated ETB 1,035.00 for one time posting.
- Medical check up expenses ETB 300.00/employee.
- Telephone cost for checking three references estimated ETB 30.00
- ETB 1,700.00 for travel costs (air fare and per diem).
- Costs related to orienting a new staffs for a one time group orientation in Addis Ababa is estimated about ETB 2,160.00.

- ID printing ETB 15.00/employee.
- Relocation/shipment expenses for personal belonging estimated about ETB 1,500.00.

Note that on the above estimation average cost per employee doesn't include non financial costs related to termination and recruitment of replacements. These are the time spent by human resource and line managers to review CV's, conduct interviews, checking references and orienting a new staffs.

Loss of organizational memory is one of the non financial costs that IRC is paying for. As indicated on the ex staffs views, majority of them did not get any type of handover from their predecessor. Lack of proper handover slightly creates loose relationship with those bodies like beneficiaries, regulatory bodies, other similar agencies and donors who have established strong ties with the predecessor. In addition, insufficient handover make the new comer to take more time for learning the environment, the job, working condition and colleagues and, therefore, this create low performance during the first months of employment.

5.5 Measures Taken to Reduce Staffs Turnover

The management of the IRC feels the presence of significant staff turnover. Therefore, in order to maintain staffs for the maximum possible time it has been implementing different retention strategies. The following are some of the strategies used by the IRC.

- It has been giving opportunities for its national staffs to be international staffs as full and short term assignment in different countries. Accordingly, 2 of the national staffs become full time international and 4 existing national employees assigned on a short term basis.

- The basic salary of staffs was revised starting from March 2007 with a minimum of 5% and maximum of 33% raise.
- Awarding employees at their five year anniversary by providing work certificates, gift (wristwatch) and posting their services on the bimonthly bulletin.
- Internal promotion is encouraged in the organization and decreased hiring from outside for vacant posts. For the last three years it has given 28 promotions. The following table depicts the summary of promotion.

Table 32 Trend of Promotion in the IRC

Type of Promotion	Fiscal Period			Total
	2004/2005	2005/2006	2006/2007	
From G1 to G2		1	1	2
From G2-G3	1		6	7
From G3-G4	3	1	4	8
From G4-G5	1	4	2	7
From G5-G6			4	4
Total	5	6	17	28

Source: IRC Office and own computation

- Providing different international and local trainings,
- Help staffs to organize staffs retreat programs by allocating money to each field offices.
- Provides Rest and Relaxation (R&R) package twice a year. The package includes seven days rest and round trip air fare to travel from duty station to home.

Summary

IRC currently has 209 employees in its seven offices. Out of these eleven have a service year of 5 or more. The IRC Job grade is divided into six grades and 6% (13) of them are coordinators (Highest rank in the organization) while 27% (57) are in the lowest grade. i.e. Grade 1.

For the last three years IRC has lost 89 employees. Assosa Sherkole field office accounted the largest share with 21.35% (19) of terminated staffs. Based on year of service 31.46% (28) employees were terminated during the first six months of employment. Regarding positions Officer and Assistant and from departments Education and Community Service are the most susceptible ones.

Questionnaires were distributed to the ex, existing and management staffs to collect ideas from all sides. Respondents have given their opinion about the working conditions, relationship among staffs and between supervisor and subordinates, working environment, payment, workload in terms of the normal eight hour, responsibility in terms of capacity, etc. Based on the findings conclusions and recommendations are given in the following chapter.

Chapter Six

Conclusions and Recommendations

6.1 Conclusion

The purpose of this study was to investigate the cause of staff turnover in the IRC and to give possible solution and recommendations to reduce staffs turnover and how to withstand the unavoidable staff turnover. To achieve this objective, data are collected through questionnaire from ex, existing and management staffs. Besides the overall trend of human resource movement was collected from the Human Resource and Administration Department of the organization. Since the department was established from 2004 and crude data record of employees were maintained from this period the

analysis was made based on the last three year records. The IRC currently has 209 employees and lost 89 employees during the last three years.

In order to achieve the major objectives of the paper representative sample were taken from ex, existing, and management staffs. Moreover, all field country office staffs are included in the sample. Out of the 54 questioners collected 4 are rejected due to poor or incomplete responses.

The data obtained from the IRC indicates that the most susceptible department in organization is the Education and Community Service followed by the health department. Moreover, the data also shows that the largest number of employees are terminated during the first six months of their employment.

The response obtained from the questionnaire point out that, both ex and existing staffs have favorable relationship with their immediate and technical supervisors. However, the understanding between staffs and immediate supervisor is better than the one with the technical supervisor.

Most of the sample respondents participated from each category agrees that the workload of staffs is beyond the normal eight hour working. The ex and existing staffs also complain that the payment they receive does not compensate the workload though 52% of the existing staffs believe that they have been paid well.

Majority of the sample ex staffs believes that their responsibility were below their capacity. On the contrary, mass of the existing staffs agree that they are working within their capacity.

Most of the respondents, the ex and existing staffs, rated the working environment of the IRC as moderate. The ex staffs have also added that the environment had contribution for their termination. In addition, more than 71% of the existing staff respondents believe that the environment has significant impact on their future stay in the IRC.

More than one third of the respondents both from the ex and existing staffs strongly believes that there is salary discrimination between expatriate and national/local staffs. Besides, 58% of the resigned staffs believe that management of the IRC is more favorable to treat expatriate than local/national staffs.

Most of management staffs have developed their leadership skill through experience. Of these, 86% (6) of them has not get any type human resource management training after receiving the responsibility of being a manger or coordinator. 43% of them also rated their relationship with subordinate is below average.

6.2 Recommendations

The efforts exerted by management to reduce staffs turnover and to retain competent staffs are worthy and should continue. In most situations the cause of staff turnover are a combination of one or more factors. Therefore, the best solution for the problem is to identify the major causes and treating them to reduce or if possible eliminate from the working environment. Based on the analysis and findings the following recommendations are forwarded to strengthen the effort of the IRC's management.

- Most of the members of the Education and Community Service department are graduated by Sociology, Psychology, education and the like. Since most of the

international and local humanitarian organizations are working with the community, these professions are more exposed to competition. Therefore, IRC needs to evaluate its salary and benefit structure and should pay competitive compensations that pay off the work load and the working environment.

- To avoid termination of staffs during the first months of employment IRC should be able to give detailed and proper orientation including the drawbacks of the working environment, security, health and safety issues. And encourage leaders of the department or the field office to create friendly environment for new comers by introducing to each and every members of the organization and the culture of the general working environment.
- In order to uplift the relationship between staffs and technical supervisors to the higher standard, technical supervisors resides in Addis needs to understand the working conditions and environment of the field offices and the moral standards of staffs and provide the required professional assistances with the full context of the situations.
- Working beyond the normal 8 hour per day will cause employees to fade up with the job, reduces performance and cause burnout of employees. This result in low quality of service to beneficiaries/customers, and unexpected runaway of employees. Therefore, management needs to identify the cause of the work load and hire assistants or add additional employees to support the position.
- Since the field offices are found in the remote area with lack of infrastructure and entertainment facilities, IRC should need to think of providing entertainment mechanisms like DSTV, sporting equipments like chess, table tennis and the like

and orienting staffs to use the facilities during rest times. Moreover, since these peoples are living far from family and friends, IRC should consider increasing the existing rest and relaxation event at least from two to three.

- In order to avoid loss of organizational memories, and if termination is not avoidable, management of IRC needs to look mechanisms that facilitate the quick replacement of staffs to ensure in person handover. However, if immediate replacement is not possible, IRC should enforce staffs at least to prepare handover documents which facilitate easy understanding and follow up of work.
- The IRC is paying different rate for local and international staffs due to competition in international labor market for qualified personnel, additional charges for expatriate staffs in local markets (hotel rooms and services, etc), displacement from country of origin, citizenship privilege in the country, etc. Therefore, for the time being, IRC needs to orient local/national staffs about the reasons for different salary scale for local and international staffs by stating the above reasons and avoid the sentiment of discrimination in the eyes of the local staffs. However, on the long run, IRC needs to focus on capacity building of national staffs in order to reduce its dependence on international staffs as well as to change the perception of the national staffs.
- Supporting management staffs with formal human resource management training will further enhance their skill in improving the existing moderate relationship between supervisors and subordinates. Therefore, IRC needs to identify its official's weakness and provide the appropriate human resource management trainings.

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**Addis Ababa University
School of Graduate Studies
Faculty of Business and Economics**

Questionnaire for Terminated Employees

The purpose of this questionnaire is exclusively for academic purpose as a requirement for MBA. It's administered to assess your views about your previous working conditions and experience related with your profession, relationship with supervisors and fellow workers, remuneration packages, and in general your observation about your previous international NGO experience of the IRC. The collected data will be analyzed in terms of staff turnover (Human Resource Management Practice) in international non government organizations. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

1. No need of writing your name;
2. Answer the alternatives by encircling your choices(s) and/or by filling the space provided for narration or descriptive questions.
3. If you are inquired to fill the soft copy of the questionnaire (if you are inquired through email), please highlight (shade) your answer.
4. Please respond as accurately as possible and at your earliest possible time.

1. Personal Profile

1. Sex:
M F

2. Age (Years) A.
20-25 B. 26-30 C. 31-35 D.> 36 -40

3. Martial Status
A. Single B. Married. C. Widowed D. divorced

4. Educational Qualification A. 12
grade or below B. Diploma C. 1st Degree D. 2nd Degree

5. Your department in the IRC.

6. Your work experience in the IRC A. <
a year B.1-2 Years C. 3-5 D. > 5 years

7. Total work experience including that were done in other organizations (if any)
A. < a year B. 1-2 C. 2-3 D. 3-5 E. > 5 years.

8. Position in the IRC at the time of resignation
A. Officer B. Manger C. Coordinator D. Assistant Officer

9. How would you rate your pre-placement orientation (induction) program?
a. Excellent b. Very good c. Good d. Fair e. Bad

10. How did you get your handover from your predecessor?
A. Through Document B. Personal (face to face handover) C. No at all

11. If your answer for question 12 is C (no at all), did you face any problem in properly
executing your work?
A. yes B. No If yes, please specify your difficulties.....

19. Do you think that the environment condition had impact for your resignation? A.
 Yes B. No.
20. Do you think that the salary that you get compensate your work load?
 A. Yes B. No.
21. Was there any discrimination between expatriate and you, in respect of a)
 salary i) yes ii) no
 b) workload i) yes ii) no
 c) treatment i) yes ii) no
 d) other please specify
22. Reasons for your resignation from the IRC (select your reasons and fill the causes)
a. Leadership
 problems ;..... b. Due to
 family;..... c.
 Working conditions;.....
 d. Security ;.....
 e. Dissatisfaction with the job ;.....
 f. Better opportunity in other organization in terms of ;.....
 g. dissatisfaction with the area /place of work
 h. educational opportunity i. other,
 please specify

2. Organizational Information (Over all the IRC)

- 1 What do you think about the working condition? A.
 Excellent B. Very good C. Good D. Fair E. Bad
- 2 How was the relationship among staffs? A.
 Excellent B. Very good C. Good D. Fair E. Bad
- 3 How was the relationship between supervisors and subordinates? A.
 Excellent B. Very good C. Good D. Fair E. Bad

4 How do you rate the leadership skill of your supervisors? A.
Excellent B. Very good C. Good D. Fair E. Bad

5 How do you rate the benefits and compensation of the IRC in comparison with other similar organizations? A. Excellent B. Very good
C. Good D. Fair E. Bad

6 What should be done to improve the working situations in general?

.....
.....

Thank You

**Addis Ababa University
School of Graduate Studies
Faculty of Business and Economics**

Questionnaire for Existing Employees

The purpose of this questionnaire is exclusively for academic purpose as a requirement for MBA. It's administered to assess your views about your working conditions and experience related with your profession, relationship with supervisors and fellow workers, remuneration packages, and in general your observation about your international NGO experience (the IRC). The collected data will be analyzed in terms of staff turnover (Human Resource Management Practice) in international non government organizations. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

5. No need of writing your name;
6. Answer the alternatives by encircling your choices(s) and/or by filling the space provided for narration or descriptive questions.
7. If you are inquired to fill the soft copy of the questionnaire (if you are inquired through email), please highlight (shade) your answer.
8. Please respond as accurately as possible and at your earliest possible time.

1. Personal Profile

23. Sex:

M

F

24. Age (Years) A.
20-25 B. 26-30 C. 31-35 D.> 36 -40

25. Martial Status

A. Single B. Married. C. Widowed D. divorced

26. Educational Qualification A. 12
grade or below B. Diploma C. 1st Degree D. 2nd Degree

27. Your department in the IRC.

28. Your position in the IRC A.
Officer B. Manger C. Coordinator D. Assistant Officer

29. Your work experience in the IRC A. 0-
6 month b. 6month to 1 year C.1-2 Years D.2-3 E.3-5 f. > 5 years

30. Total work experience including that were done in other organizations (if any)
A. Less than one year B. 1-2 C. 2-3 D. 3-5 E. > 5 years.

31. How would you rate your pre placement orientation (induction) program?
A. Excellent B. Very good C. Good D. Fair E. Bad

32. How did you get your handover from your predecessor?
A. Through document B. Personal (face to face handover) C. No at all

33. If your answer for question 11 is C (no), did you face any problem in properly executing your work? A. yes
B. No If yes please specify your difficulties.....
.....

34. Did you feel that you have been marginalized in the management?
 A. Yes B. No What could be the reason
-
35. How do you rate your relationship with your supervisors?
 (1) With your immediate supervisor?
 A. Excellent B. Very good C. Good D. Fair E. Bad
 (2) With your technical supervisor? (If any)
 A. Excellent B. Very good C. Good D. Fair E. Bad
36. Do you think that you have been paid well?
 A. Yes B. No.
37. How is the work load in terms of normal working hours (i.e. 8 hour per day)? A.
 Normal B. Beyond the Normal Working hour C. Under
38. How is your responsibility in terms of your professional capacity? A.
 Below capacity B. Within capacity C. Beyond capacity
39. How do you rate the environment condition that you are working?
 a. Very good b. Moderate c. Fair d. Bad
40. Is there any discrimination between expatriate and you, in respect of a)
 salary i) yes ii) no
 b) treatment i) yes ii) no
 c) workload i) yes ii) no
 d) other, please specify
-
41. Do you think that the environment condition will have impact on your future stay in the
 IRC?
 A. Yes B. No
- Do you think that the salary that you get compensate your work load?
 A. Yes B. No

42. If there is any ***enforcing factor*** that cause you to resign, which one will be your reasons for resignation? (Please fill your reasons on the space provided)
- A. Leadership problems (.....) B. Due To Family (E.G. Marriage.....) D. Security (e.g... War.....)
- E. Dissatisfaction with the Job (E.G. Boring, No Promotion)
- F. Better Opportunity in Other Organization (E.G. Salary, Promotion)
- G. Dissatisfaction with the Area /Place of Work
- H. Educational Opportunity I. Other, Please Specify.....
-

2. Organizational Information (Over all the IRC)

- 7 How do you rate the relationship among staffs?
 A. Excellent B. Very good C. Good D. Fair E. Bad
- 8 How do you rate the relationship between supervisors and subordinates?
 A. Excellent B. Very good C. Good D. Fair E. Bad
- 9 How do you rate the leadership skill of your supervisors? A.
 Excellent B. Very good C. Good D. Fair E. Bad
- 10 How do you rate the benefits and compensation of the IRC in comparison with other similar organizations? A. Excellent
 B. Very good C. Good D. Fair E. Bad

Thank You

**Addis Ababa University
School of Graduate Studies
Faculty of Business and Economics**

Questionnaire for Management Staffs

The purpose of this questionnaire is exclusively for academic purpose as a requirement for MBA. It's administered to assess your views about your working conditions, experience, staffs that have been working under your supervision, and general working environment about your organization the IRC. The collected data will be analyzed in terms of staff turnover (Human Resource Management Practice) in international non government organizations. I assure you that, all your responses will be kept in absolute confidentiality and you will not be held responsible for the research outcome.

Therefore, your genuine, frank and timely responses are quite vital to determine the success of this study. So, I kindly request your contribution in filling the questionnaire honestly and responsibly.

NB.

9. No need of writing your name;
10. Answer the alternatives by encircling your choices(s) and/or by filling the space provided for narration or descriptive questions.
11. If you are inquired to fill the soft copy of the questionnaire (if you are inquired through email), please highlight (shade) your answer.
12. Please respond as accurately as possible and at your earliest possible time.

1. Personal Profile

1.Sex:

M

F

14. How you judge the work load of your subordinates in terms of the normal working hour (i.e. 8 hour per day)?
A. Normal B. beyond C. Under
15. What do you think about the working condition of the IRC?
A. Excellent B. Very good C. Good D. Fair E. Bad
16. How do you rate the relationship between staffs?
A. Excellent B. Very good C. Good D. Fair E. Bad
17. How do you rate the relationship between supervisors and subordinates?
a. Excellent b. Very good c. Good d. Fair e. Bad

Thank You