



**College of Business and Economics**  
**Department of Public Administration and Development**  
**Management**

**The Causes of Employee Turnover in Public Banks in  
Ethiopia: The case of National Bank of Ethiopia.**

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**July, 2019**

**Addis Ababa, Ethiopia**

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**A thesis submitted to the Department of Public Administration and Development Management of Addis Ababa University in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP).**

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This is to certify that the thesis prepared by Karote Kanzile entitled “**The Causes of Employee Turnover in Public Banks in Ethiopia, the case of National Bank of Ethiopia**”, which is submitted in partial fulfillment of the requirements for the Degree of Masters in Public Management and Policy (MPMP), complies with the regulations of the University and meets the accepted standards with respect to originality and quality.

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## DECLARATION

I, the undersigned, declare that this thesis is my original work and has not been presented for a degree in any other university and that all sources of materials used for the thesis have been duly acknowledged.

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*Karote Kanzile (May, 2019)*

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## **LIST OF ACRONYMS**

CBE – Commercial Bank of Ethiopia

DBE – Development Bank of Ethiopia

HR – Human Resource

HRM – Human Resource Management

HRMD – Human Resource Management Directorate

KSA – Knowledge, Skill and Attitude

NBE - National Bank of Ethiopia

SPPS – Statistical Package for Social Science

US – United State

## **Abstract**

*This research focuses on the causes of employee turnover in the National Bank of Ethiopia. High staff turnover rate may endanger efforts to achieve organizational objectives. In addition, organization loses a talented or critical employee; there is negative impact on efficiency and effectiveness. The study employed qualitative research approaches. The sampling technique used is stratified random sampling method to select the sample size from the population. Questionnaire and interview were used for data collection. The descriptive data was used to quantitatively describe the feature of the variables using frequency table. SPSS software was used due to its ease of use and clarity of output. The main findings indicated that low salary is the primary cause of employee turnover in the National Bank of Ethiopia. Similarly, the results revealed that lack of career advancement, working environment, training and development and job satisfaction are causes of employee turnover. It was recommended that the bank should pay a reasonable and competitive salary to employees, develop career development opportunities, create conducive working environment and training needs should be identified based on employees knowledge, skill and attitude gaps.*

**Key Word:** *Employee Turnover*

# CHAPTER ONE

## 1. INTRODUCTION

### 1.1 Background of the Study

Employee turnover is the measurement of how long employees stay in a company and how often it can replace Branham (2000), the cost of losing an employee can range from 25 percent to 200 percent of that employee's salary. Some of the costs cited revolve around customer service disruption and loss of morale among other employees, burnout of other employees, and the costs of hiring someone new. Losing an employee is called turnover (Laura, 2012).

There are two types of turnover, voluntary turnover and involuntary turnover. Voluntary turnover is the type of turnover that is initiated by the employee for many different reasons. Voluntary turnover can be somewhat predicted and addressed in HR, that the focus of this Study. Involuntary turnover is where the employee has no choice in their termination—for example, employer-initiated due to nonperformance (Laura, 2012).

According to Price (1977) define employee turnover is the proportion of employees who have left during the period divided by the average number of employees during the period. Regularly, managers indicate to employee turnover as the whole process related to filling a post, each time a position is vacated, either voluntarily or involuntarily, while recruiting and training a new employee is must. This process is known as turnover (Woods, 1995).

Today, for organizations employee turnover is an extreme cost, particularly in a low paying organization that the turnover rate is high. There are numerous elements, assuming a job in the employee turnover rate of any organization and these can come from both the business and the workers. Compensation, organization benefit packages, employee attendance, professional development and performance are factors that undertake a significant part in employee turnover. According to white (1995) found that the reasons for an employee turnover fall under three classes, namely job dissatisfaction, mistakes in employee selection and poor management. The most well-known reason for turnover is job satisfaction (Sheehan, 1995).

Turnover is regularly used as the pointer of organizational performance and can easily be observed negatively towards the organization's efficiency and effectiveness (Glebbek & Bax, 2004). All the same, new employees commonly carry positive contribution to the organization; the turnover is handled correctly (Bowden, 1952). The author added that the best solution to employee turnover is paid more than the labor market.

According to Booyens (1999) featured that it is unnecessary to have 0% turnover rate, as a specific measure of turnover is normal and inevitable. From time to time some of the employees may relocate, retire or change their job based on their own personal circumstances. There is a sound range. But it is wonderful how often the organizations lookout rates much higher be justified as normal or worse disregarded as the fault of the employee.

Naturally, people want in their everyday life, seeks for new and challenging jobs, better salary, and career development such as promotion, education, and training and good work environment. In addition, people get old, ill, die due to their human nature. The above stated facts are inherited behaviors in employees, which could contribute to turnover in the work place. Today's competitive business world, it is considered to be an important factor in firing employee movement and turnover.

Banking sectors are conducting a turnover study to understand their employee turnover rate and to take appropriate actions. So far the National Bank of Ethiopia is the one and the only bank that has a key and comprehensive regulatory role within the country.

Banking history in Ethiopia began in 20<sup>th</sup> century. In 1905 between emperors Menelik II and Mr.Ma Gillivray, representative of the British owned National Bank of Egypt marked the introduction of modern banking in Ethiopia. Following the agreement, the first bank called Bank of Abyssinia was started on February, 1906 by the Emperor. The Bank was totally managed by the Egyptian National Bank. In 1931 Bank of Abyssinia was legally replaced by Bank of Ethiopia shortly after Emperor Haile Selassie came to power. The new Bank, Bank of Ethiopia was a purely Ethiopian institution and was the first local bank in Africa and established by an official decree on August 29, 1931. Bank of Ethiopia took over the commercial activities of the Bank of Abyssinia and was authorized to issue notes and coins. The Bank with branches in Dire Dawa, Gore, Dessie, Debre Tabor, Harar, agency in Gambella and a transit office in Djibouti continued successfully until the Italian invasion in 1935.

During the invasion, the Italians established branches of their main banks namely Banca d'Italia, Banco di Roma, Bancodi Napoli and Banca Nazionale del lavoro and started operation in the main towns of Ethiopia. However, they all stopped operation soon after liberation except Banco di Roma and Banco di Napoli which remained in Asmara. In 1941 another foreign bank, Barclays Bank, came to Ethiopia with the British troops and organized banking services in Addis Ababa, until its withdrawal in 1943. April 1943, the State Bank of Ethiopia began full operation after eight months of foundation activities. It acted as the Central Bank of Ethiopia and had a power to issue bank notes and coins as the agent of the Ministry of Finance.

The Ethiopian Monetary and Banking law that came into force in 1963 separated the function of commercial and central banking creating National Bank of Ethiopia and Commercial Bank of Ethiopia. The National Bank of Ethiopia with more power and duties started its operation in January 1964. Following the incorporation as a share company on December 16, 1963 as per proclamation No.207/1955 of October 1963, Commercial Bank of Ethiopia took over the commercial banking activities of the former State Bank of Ethiopia.

Now in Ethiopia there are three public banks and fifteen private banks as of May 2019. Three public banks are Commercial Bank of Ethiopia, Development of Ethiopia and National Bank of Ethiopia. Big challenge in banking sector is employee turnover or retaining talented employees in the organization. Employee turnover is affected by different factors such as pay level, working environment and others. Keeping this in mind the researcher was initiated to conduct the causes and effects of employee turnover in public banks in Ethiopia. Several studies were conducted regarding the topics in two public banks CBE and DBE but, no researches have been conducted in National Bank of Ethiopia. Therefore, the researcher interested to work in the case NBE.

## **1.2 Statement of the Problem**

Employee turnover has got significant consideration by top management, human resource department or HR professionals and industrial psychologists. A high staff turnover rate has negative consequences on the organization performance. The costs related to separation of the employee and recruiting, hiring and training of new employees may not be easy to measure. With the impact of globalization in the world, it has been pushed that each organization should deal with their employee turnover intentionally.

The banking sector is one of the most profitable and a large amount of employment sector in Ethiopia. The sector competes with each other and other sectors in technology, manpower and commercial activities. Nowadays technology and employees are the backbone or the key to achieving organizational efficiency and effectiveness. Particularly employees are most valuable assets for the banks they can perform work effectively and efficiently. NBE is one of the public banks and its major objectives are macroeconomic policy stability, price stability (inflation) rate, foreign exchange stability, and currency minting, safe and sound of financial sectors. To achieve its role; a skilled manpower is very crucial yet the bank has challenging retaining its employees (NBE strategic plan document, 2015).

The strategic plan document of the bank spell out that current situation of the bank loss of experienced manpower has serious implications on output quality and cost of training. The bank is faced with a high rate of employee turnover each year and this leads to poor organizational performance which in turn impacts on organizational effectiveness. Turnover rate differ by organization but high turnover usually suggests a problem with employee commitment. Most of time turnover is excess of 10% has more negative than positive consequence (Tayler, 1911). In addition, Smith and Rutigliano (2002) argued that turnover rate 10% is considered normal and healthy. Thus, there is no any industrial average in Ethiopia, which could serve as a threshold that indicate the severity of turnover rate, most of the time 10% is given as a healthy rate. Total turnover of the bank for last five years found between 10% and 12% (NBE turnover study, 2018). This indicates the turnover of the bank found under unacceptable.

High turnover can be a serious problem with the organization productivity, quality, and effect on human resource process. Considering that the bank has taken different methods to mitigate employee turnover yet the issue still continuing. Therefore, the study intends to investigate the causes of employee turnover and possible strategies that could be managing employee turnover in the organization.

### **1.3 Objective of the Study**

#### **1.3.1 General Objective**

The general objective of this study is to assess the causes of employee turnover in the case of the National Bank of Ethiopia.

### **1.3.2 Specific Objective**

The specific objectives of this study are:

1. To assess status of employee turnover in the Bank
2. To identify the causes of employee turnover in the NBE
3. To assess the possible strategies to be taken by NBE to minimize employee turnover.

### **1.4 Research Questions**

The following questions are formulated for the study:

1. What is the status of employee turnover in the Bank?
2. What are the causes of turnover in the NBE?
3. What are the possible strategies to be taken by NBE to minimize employee turnover?

### **1.5 Significance of the Study**

The findings of this study help the banks' management and the human resource management to understand the causes of employee turnover in the bank. And the output of this study could help the Bank to develop and enforce enhanced staff retention strategies aimed at reducing turnover problems. Also, the study will be served as a reference and input to the other researchers.

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

The researcher was investigating the causes of employee turnover in National Bank of Ethiopia. The study was address employee turnover of the bank for last five years and it was not consider employees who have been working on a contractual basis.

### **1.7 Limitation of the Study**

The researcher planned to collect wholly questionnaires from the population yet some respondents were not able to return a questionnaire on time.

### **1.8 Organization of the Study**

The study was organized in to five chapters. The first chapter portrays the introduction that includes the back ground of the study, statement of the problem, objectives of the study, research questions, and significance of the study, scope of the study and limitation of the study. The second chapter presents review of related literature incorporating both empirical and theoretical resources. Chapter three depicts about research methodology that includes research approach and



design, source of data collection techniques, target population, sample size, sampling procedure/techniques, method of data analysis and interpretation, ethical consideration, and validity and reliability. The fourth chapter consisted data presentation, analysis and interpretation of the study. The last chapter contains summary, conclusion and recommendation. In addition, the study incorporated list of key terms, acronyms, list of tables, appendix and reference.

## **CHAPTER TWO**

### **2. Review of Related Literatures**

#### **2.1 Introduction**

The purpose of the literature review was to deliver important information on the theoretical and empirical background of the topic under study. Hence, this chapter provides a review of the literature on relevant articles related to the study. The chapter contains three main parts. The first part deals with the review of theoretical literature. The second part presented empirical review demonstrates findings of relevant past studies in the area. The last section contains conceptual framework of the study.

#### **2.2 Review of Theoretical Literature**

##### **2.2.1 Concepts and Definitions of Employee Turnover**

Employee turnover is described as the movement of employees out of the organization or any permanent departure beyond organizational boundaries (Rohr & Lynch 1995 cited in Xaba, 2003). Indeed, the term turnover is defined by different researchers in various ways. Filipe& Luis Borges (2012) defined turnover as the rotation of workers around the labor markets; between firms, jobs and occupations; and between the states of employment.

Price 1977, (Cited in Ongor 2007) defined turnover as the ratio of the number of organizational members who have left during the period being considered divided by the average number of people in that organization during the period. Employee turnover is also defined as, “the movement in to and out of an organization by workforce.” by Edwin Flippo (1988). Graham (1980) also provides a broader sense of employee turnover definition as, “the movement of people or employees in and out of the firm on the assumption that the leaver is eventually replaced by a new employee.”

When an employee leaves the organization, this may have a variety of effects that not only impact on organization but also on employee itself and society, also. Employee turnover is a

choice made by either employers or employees or both to terminate the employment relationship. Accordingly, there are different types of turnover, especially voluntary turnover is often viewed as unwanted because turnover is something that is inevitable and it has both and negative consequences.

Employee turnover can have negative consequence especially if the turnover rate is high because employee turnover directly impacts employees' performance and quality of their productivity. On the other hand, turnover may not be inherently undesirable the desirability of turnover depends on who is leaving. If the people who are quitting are generally superior performers turnover need to be reduced, but if turnover is greater among poor performers, turnover is actually in the best interest of the employer. Nevertheless, turnover in excess of 10% has more negative than positive consequence (Tayler, 1911 cited in tsegaw, 2016).

### **2.2.2 Types of Turnover**

Employees leave their job for a wide range of reasons. Some leave to get better salary, some find favorable work conditions, due to geographical factors and for numerous reasons. Employee turnover can be grouped into different schemes. These are,

#### **i. Voluntary Vs Involuntary Turnover**

When employees leave an organization at their own choice, it is mentioned to as voluntary turnover (Curran, 2012). As indicated by this definition turnover is initiated by the choice of the employee ( Abdali, 2011). Ronra and Chaisawat (2009), had portrayed that voluntary turnover is the situation when an employee decides to end the relationship with the employer for personal or professional reasons. Employee turnover as a voluntary phenomenon refers to an individual's self-started and permanent termination of membership in an organization (Reiche, 2008). As this clarification the turnover occurrence is initiated by the employee his or her self and the turnover is the permanent one.

Scholastic enthusiasm for voluntary turnover results from the fact that organizations have less control over employee initiated turnover than company initiated discharge (Reiche, 2008). Additionally, since high performing employees are thought to have access to more external employment opportunities than poor performers and therefore more likely to quit, voluntary turnover is particularly harmful for organizational performance (Reiche, 2008). As per this thought, high performer employees have more opportunity to leave the organization.

According to Nawaz et al, (2009) stated that voluntary Turnover is initiation by employees for different reasons namely, better job opportunity, existing job dissatisfaction, bad working conditions or negative behavior of supervisor.

Involuntary turnover is arises when an employer decides to terminate the employment contract by layoffs or dismissal and similar actions where the decision for an employee to leave is made by the company and not by the employee. Allen (2000) states that involuntary turnover generally occurs for reasons which are independent of the concerned employee, for example, when organizations incur losses or unavoidable expenses, and perceives the need to cut costs, restructure or downsize. Involuntary Turnover is the turnover started by the organization (Ronra and Chaisawat, 2009). This kind of turnover happens when head or chief executive officer of the organization decides to terminate its relationship with an employee due to organizational bankruptcy or a poor fit between the employee and the organization. Also, it can be characterized as employees have no choice in their termination due to sickness, death, moving abroad or employers initiated termination (Abdali, 2011).

## **ii. Functional Vs Dysfunctional Turnover**

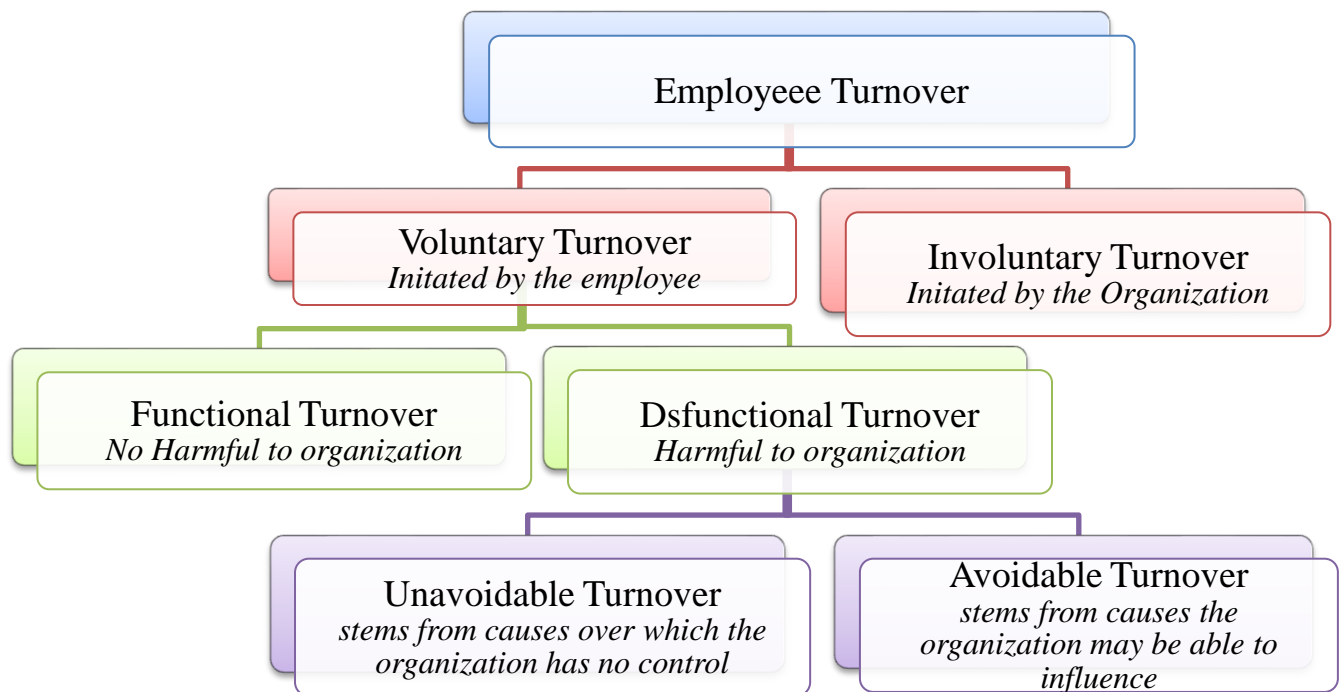
Voluntary turnovers are further distinguished between functional and dysfunctional turnovers. Dysfunctional turnover is the exit of high performers and employees with hard to replace skills and which erode the company's work force and leads to high turnover cost. Functional turnover can be defined as "a turnover in which poor performers leave" whereas Dysfunctional turnover can be defined as "a turnover in which good performers leave" (Abdali, 2011).

The poor performer employee can leave the organization in any means and this situation is functional turnover because, the poor performer employees can be invaluable for the organization. When these poor performer employees leave the organization, the company can benefited by cutting unnecessary costs that incurred for that poor performer employees. But, when good performer employees leave the organization it negatively influences the organization by losing employees who benefit that organization.

## **iii. Avoidable Vs Unavoidable Turnover**

Dysfunctional turnovers are further distinguished between Avoidable and unavoidable turnovers. Avoidable turnover is “causes that the organization may be able to influence or handle it”. For employees who leave the job due to lack of job satisfaction, problems of mismanagement, benefit packages etc. can be retained through improving the stated administration activities. Unavoidable employee turnover stems from “cause over which the organization has little or no control of it”. For instance organization may not be able to control employee who is going to leave due to health problem or desire to relocate to other geographical areas (David, 2008). It is also important to differentiate between avoidable and unavoidable turnover. Unavoidable turnover results from life decisions that extend beyond an employer's control, such as a decision to move to a new area or a job transfer for a spouse. Avoidable turnover is something organizations can prevent by hiring, evaluating and motivating their employees more effectively (Curran, 2012).

**Figure 1: Employee Turnover Classification Scheme**



Source: Griffeth & Hom (2001)

### **2.2.3 Employee Turnover Models**

Several theories have been developed to explain why individual or employee decides to leave their current organization. These models are Organizational Equilibrium, The Job Embeddedness, the Unfolding Model, the Met Expectation Model, and the Linkage Model.

#### **1. Theory of Organizational Equilibrium**

According to this theory, an individual will stay with an organization as long as the inducements it offers (such as satisfactory pay, good working conditions, and developmental opportunities) are equal to or greater than the contributions (time, effort) required of the person by the organization. Moreover, these judgments are affected by both the individual's desire to leave the organization and the ease with which he or she could depart. Nawaz et.al, (2009), stated that employee turnover occurs when individuals perceive that their contributions to an organization exceed the incentives they received from that organization. According to Osamu (1994), an individual tries to satisfy his needs or motives, in many cases he cannot get enough satisfaction due to many types of human limitations. When an individual cannot get satisfaction, he will withdraw his contributions and will separate from the organization. According to this theory, employees are looking from the organization to provide incentive that balance their contribution. This indicates when the incentive offered by the organization to the employees is less than their contribution, employees become dissatisfied with the incentive and this leads to turnover.

#### **2. The Job Embeddedness theory**

According to Feldman & Ng (2007), embeddedness refers to a number of forces that creates a feeling in people that they cannot leave an organization. Embeddedness implies that a number of forces link an employee in a psychological and social web that includes the job-related environment as well as non-work environment.

According to Ramesh (2007), job embeddedness describes factors that keep an individual from leaving the organization, in spite of experiencing situations that might lead to thoughts of leaving. Job embeddedness can be work related (positive relationships with supervisor and coworkers, good health benefits) or non-work related (spouse works in the same area, parents live in the same community). These work and non-work domains can be further divided into three types of attachment that is links (how many people is the individual connected with), fit

(does the individual feel well matched with their work and non-work environment), and sacrifice (what does the individual have to give up in order to leave).

### **3. The Unfolding Model**

This theory suggests that internal or external shocks will lead the individual to leave an organization because the situation (shock) forces the employee to leave. According to Morrell (2006), the unfolding model is a retrospective (backward-looking), classificatory account of voluntary turnover that treats quitting as a decision process. The unfolding model of turnover identifies four different paths to turnover: (1) leaving an unsatisfying job, (2) leaving for something better (leaving for an attractive alternative, and may or may not involve dissatisfaction. That is, some people who are quite satisfied with their current jobs still leave when presented with an even more appealing alternative. These decisions may be initiated by a “shock,” such as an unsolicited job offer that the individual can’t resist), (3) following a plan (employees who intend to quit if they or their spouse becomes pregnant, if they get accepted into a particular degree program, after they earn a certain amount of money or complete a particular training program, or after receiving a retention bonus. Again, these decisions may have little or nothing to do with job dissatisfaction. Further, there may be little or nothing organizations can do to influence these decisions), and (4) leaving without a plan (impulsive action, typically in response to negative shocks such as being passed over for a promotion or having a family member suffer a catastrophic illness requiring extensive care. Once more, these departures may or may not be associated with dissatisfaction before the shock). Employee has to quit the job without considering emotional attachment with the organization (Nawaz et.al, 2009).

### **4. The Met Expectation Model**

The concept of met expectations is the discrepancy between what a person encounters on this job in form of positive and negative experiences and what he expects to encounter. Employees’ expectations may include fair remunerations, advancement, and good relationship with colleagues and supervisors, suitable working environment, and appropriate work assignment. The essential thought of this theory is that when an employer fails to fulfill employees’ expectations, it will lead to employee turnover.

## **5. The Linkage Model**

Linkage model explains a series of interrelated links between job satisfaction and voluntary employee turnover. In this model one major factor is considered by job dissatisfaction which leads a series of withdrawal intentions like thoughts of quitting, job search intention and fringe benefits comparison, this behavior ultimately is the cause for high voluntary employee turnover (Nawaz et.al, 2009).

### **2.2.4 Causes of Employee Turnover**

The cause of employee turnover is differing from organization to organization. Different authors and researchers describe several causes of employee turnover in the organization. The major causes are training and development, career development, work environment, employee motivation, job satisfaction, pay and benefit conditions.

#### **i. Lack of Training and Development**

Training is a systematic planned effort to facilitate employees' acquisition of job related knowledge. Bratton (2003) clear up that the planning of the activity begins from recruitment. Employees start work without introduction or training is difficult to accomplish duty. In banking sector without appropriate training join the employee in work is challenging. Duggan (2011) states banks that want to strengthen their employee base and elicit commitment, must invest in the training and development of their employees. Sharma (2006) states that by creating opportunities for employee training and development banks increase the chances of their employees' ability to thrive in the market. Similarly, Testa (2008), repeat the same views that employees' skills development through training enhances their competitive advantage in the labor market hence their confidence of their job security. Once organizations like banks have increased employees' productivity through training and development, the resultant effect usually tips infamous of loyalty to the bank, which significantly reduce employee turnover (Butler, 2001). Wan (2007) argues that the best strategy for banks that can radically improve their workforce productivity, and reduce employee turnover is through comprehensive training and development.

Batt (2002) argues that high-involvement of employees in training directly and positively correlates to reduction in employee turnover in banking sector. The more an employee feels that



his/her career goals are being addressed by an organization, the more their commitment and loyalty to the organization. The study by Griffeth, and Hom (2002), which revealed that lack of training and career development opportunities were the most cited reasons for employees' turnover in organization. Therefore, organizations provide training to their employees will to a large extent reduce employee turnover. Research had done by Dwomoh and Korankye (2012) on Training and development opportunities within the banking sector have a significant correlation with employee turnover in the banking sector.

## **ii. Limited Career Development Opportunities**

Career development (CD) is defined as the organized, formalized, and planned efforts of individuals within an organization to achieve a balance between an individual's career needs and the organization's workforce requirements (Puah and Ananthram, 2006). According to Dwomoh and Korankye (2012) argue that when an organization commits its resources to help develop their employees' career goals, employees will in turn feel obliged to commit their time to the organization hence reducing organization employee turnover. CD is the outcome of career plans as viewed from both the organization and employee's perspective (Puah and Ananthram, 2006). Peel (1992) contends that CD is the lifelong process of fostering and cultivating individuals working skills through talents, skills, and knowledge, both for the employee and the organization's benefit.

Miguel (2008) suggested that providing opportunities for career growth can also help increase staff retention levels. Good employees often have great ambition, and need to have the opportunity to learn and grow in order to stay motivated. Keeping a great employee in a low-level job because of his or her superior work is a good way to lose him or her; chances are, someone else in the industry will recognize the employee's skill level and be only too happy to offer more money and a more responsible position (Abraham, 2009). Hiring for upper level positions from inside a company can be a good way to ensure that people are motivated to stick around (Miguel, 2008).

## **iii. Unconducive Work Environment**

Employees are more expected to stay when there is a expectable work environment and vice versa (Zuber, 2001). Employees must have the necessary tools to perform their duties. This includes the proper equipment, machinery and computer technology as well as adequate lighting,

work space and ergonomically-correct seating. Poor working conditions due to physical elements lead to low productivity and job dissatisfaction. According to Moureen (2004) work environment is one of the main causes for employee turnover. Employees prefer to work in an environment which is suitable for them. This is the most common reason why leave from organization to organization in just a few months. If they find an appropriate work environment in a specific organization, they may work in the same organization for several years.

Homer (2007) contends that safe working environment leads to increased level of employees' job satisfaction and helps the organization to retain employees for a long time. Horton (2007) argued that work environment is often described as good or bad. A good environment means a place where the workers feel at ease and appreciated. Workers in these sorts of environments are often more productive and happy. Reversely, a bad work environment is a location where the worker feels under-appreciated, threatened or unsettled. Due to the nature of these environments, there is often a high worker turnover rate, and the workers typically fail to live up to their potential.

#### **iv. Low Employee Motivation**

Armstrong (2003) contends that motivating employees can be a manager's biggest challenge. Employee motivation is a key to the overall effectiveness of an organization. An understanding of the applied psychology within a workplace, also known as organizational behavior, can help achieve a highly motivated workforce. Fair promotion conducted on bases of performance greatly motivates employees and a key demotivating factor to employees is failure by the organization management to carry out promotion on basis of performance and merit.

According to Buttrick (2009) two types of behaviors can occur during motivation: intrinsically motivated behavior and extrinsically motivated behavior, intrinsically motivated behavior as behavior that is performed for its own sake, the source of the motivation is actually performing the behavior, and motivation comes from doing the work itself and extrinsically motivated behavior as that performed to acquire material or social rewards or to avoid punishment and thus employees who are working purely for monetary purposes are an example of extrinsically motivated (Dubois,2004).

Gollwitzer (1999) suggest that good team building helps to increase employee motivation since it provides employees with working environment that allows employees to interact and learn from each other. Several theories exist regarding motivation such as expectancy theory, need theories, equity theory and goal-setting theory are each different interpretations within motivation. Expectancy theory suggests that high levels of motivation occur when employees believe they can get the task done, believe they are capable of performing at high levels, and desire the outcomes. For example, pay or bonuses can be a desired outcome. Trevor (2004) who emphasized that equity theory suggests that managers promote high levels of motivation by ensuring people believes in the outcomes. For example, salaries are distributed in proportion to inputs, such as time and effort. Goal-setting theory suggests that specific and difficult goals lead to high motivation and success on the other hand Thomas (2003) affirmed that Abraham Maslow's theory states that human beings have wants and desires which influence their behavior. Only unsatisfied needs influence behavior.

#### **v. Absence of Job Satisfaction**

Curran (2012) defines job satisfaction is all characteristics of the job itself and the work environment which employees find rewarding, fulfilling and satisfying, or frustrating and unsatisfying. Job satisfaction has been found to be one case of staff turnover where employees having job dissatisfaction leave their current employer easily (Abdali, 2011). The authors states that the relationship between job satisfaction and employee turnover is reciprocal to each other and this relationship is high when unemployment rate is low in a society and similarly low when unemployment rate is high.

Job satisfaction is affected by numerous job-related factors, such as pay, benefits, relationships with supervisors, working conditions and advancement (Sloane & Williams, 2000). Several researches had done on employee turnover that people are not satisfied with their jobs they have a habit of to leave. According to Spector (1997), there is a strong link between job satisfaction and employee turnover. High job satisfaction leads to lower turnover, while low satisfaction leads to higher turnover Randhawa (2007). The author argued that job dissatisfaction would be more predictive of turnover.

#### **vi. Unsatisfactory Pay and Benefit Conditions**

One mutual reason of high employee turnover rates is low salary and profits packages. Pay is defined as the wages, salary, or compensation given to an employee in exchange for services the

employee performs for the organization (Kuria, Alice and Wanderi, 2012). Most employees feel that they are worth more than they are actually paid and there is a natural disparity between what people think they should be paid and what organizations spend in compensation. One of the most common reasons that employees leave current employment is the availability of higher paying jobs (Wood and Macaulay, 1991). Gupta and Shaw (2001) argue pay as the most critical outcome of organizational membership for employees. Also, Kuslivan (2003) states one of the major causes of friction between the employers and their employees are lack of fairness in the distribution of wages. According to Gomez-Mejia and Balkin (1992) states unhappiness with salary and pay forcefully motivate employee turnover.

Pay level is not the only reason for employee's turnover and separation but also, pay system whereby employees can be satisfied or dissatisfied with the organizations pay system. Pay system based on the seniority of employees or per the performance appraisal. Employees are satisfied with existing pay system if they believed that rewards or incentives are paid based on fairness and considered seniority or performance evaluation of all employees (Herbert, 2000). Compensation plays an important role to retaining employees. Benefits such as insurance and vacation time are important, but employees often have difficulty measuring their worth. Therefore, benefits influence job satisfaction, employees may not always consider them as much as pay itself (Noe & Gerhet, 2003).

### **2.2.5 Strategies to Minimize Employee Turnover**

Employees leave organizations for several reasons yet the reasons are not known to organizations. One of the major causes of job dissatisfaction is poor income or low level pay, which may result in employees leaving the organization (Hasan, 2017). Therefore, it is more essential to build up a sound retention plans and have a good relationship between managers and workers in any organization. Here mentioned are sound strategies to minimize employee turnover.

#### **i. Recruiting suitable employees**

According to Hulin et al. (1985) staffing is designed at providing a pool of talent human resources from which business organization can select the suitable employees on the basis of job condition. Hence, if the organizations try to minimize the rate of employee turnover, it is required to ensure that the suitable applicants have considered for recruitment and selection in the job. Steel and Ovalle (1984) defines recruitment is the process of attracting the potential

candidates could contribute to the organization. It becomes clear that sound strategies are needed to draw an attention to the employees and motivate them to stay place in the organization. However, organizations should have the ability to identify the right, qualified and experienced employees and thus, this will lead to achieve the business goals. According to Main (2008) recruiting new staff is expensive, stressful and time-consuming. Once you have good staff it pays to make sure they stay (Main, 2008).

## **ii. Retaining valuable employees**

Mobley (1982) describes that it is the responsibility of an organization to retain the potential employees because they contribute to reach the target. The immediate cause of this retaining the best employees for an employer might have a competitive advantage as compared to others. HR management should take steps for an appropriate employee assessment so that the most suitable candidates are employed. As indicated by Mobley (1982) states that the quality of an organizations workers is always an essential ingredient of successful strategy execution - knowledgeable, engaged employees are a company's best source of creative ideas for the stray pieces working enhancements that lead to operating excellence. Firms may employ next to kin of applicants as the best way to motivate and retain the top talent.

## **iii. Effective Leadership**

Employees couldn't stay in their jobs due to the lack of support from managers (Mobley, 1977). Poor supervision is one of the leading factors of employee turnover and, hence, it is vital for an organization to coach its managers in order to improve their organizational and leadership skills (Porter and Steers, 1973). It comes to appear that employees do not have to be friends with their boss, but they need to have a good relationship with their respective boss. However, one argument put forward by management experts is that boss needs to provide direction and feedback, spend time in one-to-one meetings, and work with them cooperatively.

HR managers often develop new ideas to improve employee retention, but HR experts believe that one of the most important retention tools is being a leader instead of a manager, so they suggest that a manager needs to push towards the potential of employees and appreciate them in terms of their performance. It would be also a responsibility of an effective leader to take care genuinely about their concerns and provide tools for personal and professional development (Guion and Gottier, 1965). A bad boss is one of the reasons employees quit their job. Employees cannot perform his job or accomplish his goals without their help. So, manager shares a critical

interdependence with employees. If manager rarely supports them to complete the tasks successfully, they cannot perform well in their assigned responsibilities. In fact, employees will not progress without the information, perspective, experience, and support of manager (Maertz and Griffeth, 2004).

#### **iv. Training and Development**

Management should initiate to create an environment, where key information has been freely communicated. Employees have the opportunities to be well-informed and insightful for further career development, as well as variety form of training program will rationally be foremost to an organization. Therefore, this will result in retaining the employees and have a positive impact on organizational productivity (Singh, 2008).

#### **v. Job Satisfaction**

Experts have identified some factors that are likely to make employees satisfied at work such as good pay, friendly working environment, cooperative colleagues, nature of work, career counseling and opportunities for training and development (Sherman and Snell, 1998). It is fact that employees desire managers who appreciate and treat them fairly (Dailey and Kirk, 1992). Unless managers are fair, logical and caring to their employees, it is fairly likely that they will not be happy about their jobs.

#### **vi. Organizational Culture**

Organizational culture is one of the factors that influence the employees to stay put in the organization. If employees are not being happy with the culture, work environment, organizational structure, probability they will quit their job (Mowday et al., 1982). It is often said that organizations are able to attract and motivate employees by practicing the best organizational culture. Thus, it may lead them to continue work in the organizations.

### **2.2.6 Operational Definitions**

The following are the definition of the job categories that are used in the study as defined by NBE.

- 1. Managerial jobs:** these are positions which are in charge of planning, organizing, commanding, directing, controlling or supervising employees of a particular work unit. Appointees on this position must have a good practical knowledge of administration, which

enables them carry out banks' policies, procedures and programs effectively. The types of jobs organized under this family includes, senior management and supervisory positions

2. **Professional jobs:** Jobs organized under this job family have responsibility of performing research; giving analysis; prepare and implement policies, strategies and policies; supervision of financial institutions and administering information technologies of the bank.
3. **Clerical jobs:** Perform office administration activities; receive, disseminate, and insert different information in to the system; play limited role in administration of stationary and fixed assets of the bank.
4. **Non-Clerical Jobs:** Ensure the safety of the bank's working area and property; receive, sort and organize currency and other relevant documents; and other jobs that could be perform using physical effort and simple machine are categorized under this family.
5. **Technical Jobs:** They have responsibilities to move, follow-up their safety and maintain electric, electronics materials, vehicles, and wood and plumbing materials. In general, they require a combined technical and physical capability to accomplish their duty.

## 2.3 Empirical Review

Tanchi (2015) examined the factors influencing employee turnover in private commercial Banks in Bangladesh. The results of the study revealed that unattractive pay packages, lack of training and development, partiality and lack of career development influences employee to leave their job. Husain, et al (2015) had conducted their research on the causes of employee turnover in the banking sector in Pakistan that employees are quit or leave their organization for due to lack of commitment to the organization, stress, lack of trust, bad relationship between immediate supervisor, job security and job-satisfaction. Shukla and Sinha (2013) examined employees' turnover in the banking sector. The results of the study shown that lack of job satisfaction and work environment ranked high among the causes of employees' turnover. Employees were willing and ready to change to a new job that promised them better remuneration and work environment.

Mwita (2013) conducted study in Tanzania on employee turnover in the banking sector. The researcher argued that the main reasons for leaving were identified to be need for better working environment, need for career advancement, need for change of workplace, bad corporate image and need to utilize competencies. Thus, employees are most likely to leave to pursue better

opportunities, better work conditions and better pay elsewhere. Similarly, research conducted by Mbwana (2013), factors that lead to employees turnover in the bank industry in Tanzania are lack training and career development opportunities, promotions, unrealistic expectation of staff, and looking for sufficient salaries. The researcher added lack of commitment of HRM and weaknesses of the strategies adopted by the bank to combat employee turnover.

Private Banks in Ethiopia are facing employee turnover as a major challenging issue as it affects the quality of human capital in banks. According to Agarwal & Bhatnagar (2016) had conducted research in nine private banks; the major reasons of employee turnover in private banks in Ethiopia are academic qualification, job dissatisfaction, lack of recognition, conflict with superior, and fear of responsibility. Thesis paper conducted by Biruk (2013) in Bank of Abyssinia displays that lack of pay and benefit packages, training and development opportunity, relationship between employee and employer, job security, lack of recognition, and unfairly employee handling are a major causes of employee turnover.

Birknesh (2017), had conducted study on factors influencing employee turnover intention in Commercial Bank of Ethiopia that the employees leave the bank due to salary and benefit package, career growth, employee relationship with management, job related factors such as Job satisfaction, working environment and organizational factors. Another study conducted by Ayalkbet (2013) in the bank that employees leave from the bank for uncompetitive salary & benefit and lack of training opportunities.

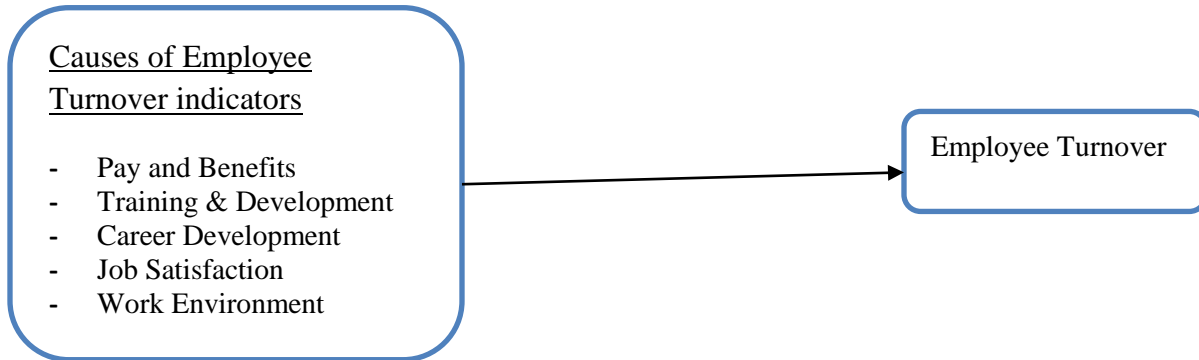
Henok (2018) conducted study in Development Bank of Ethiopia on factors affecting employee turnover intention. The result of study shows that there is a high dissatisfaction with working environment, employee relationship between management, job stress, salary and benefit packages and career development factors contributing towards employee intention in the bank.



## 2.4 Conceptual Framework

Based on the overall review of related literatures and the theoretical basis, the following framework was developed. The conceptual framework used to answer the research question of the study, which is the cause and effect of employee turnover in National Bank of Ethiopia.

**Figure 2: Conceptual framework**



*Source: Adopted from theoretical literatures*

## **CHAPTER THREE**

### **1.1 Methodology of the Study**

The purpose of this chapter was to explain and justify the research methodology that was chosen to provide answers to the research questions.

#### **1.1.1 Research Approach and Design**

Research design is the general plan of how one goes about answering research question. Singh (2006) define research design is essentially a statement of the object of the inquiry and the strategies for collecting and analyzing the evidences, and reporting the findings. Blumberg et al. (2008) defined a research design as the scheme, outline or plan that is used to generate answer to research problems. According to Zikmund et al. (2005) many good research projects combine both qualitative and quantitative research. For this study qualitative research was employed. In addition, primary data from survey questions stated in a table way of quantitative features.

#### **1.1.2 Sources of Data and Collection Techniques**

The researcher used both primary data source and secondary data source. Moorhead and Griffin (1990) state that the primary sources of data provide a direct description of the study to the researcher who actually observes and witnesses the occurrence of events. Primary data refer to original information obtained through questionnaires, interviews, observations, etc. Haralambos and Holborn (2004) detailed that secondary data involves the use of and further analysis of data collected for another purpose and found by means of desk research, thus secondary data is one that is already in existence and might have been collected for other purposes by other researchers. To achieve the research objective primary data were collected through questionnaire from selected population or the employees and interview questions were collected from the HRMD director and manager whereas secondary data review past studies, official bank reports, published and unpublished reports etc. The variables are measure by using the Likert scaling method.

#### **1.1.3 Target Population**

Population is a collection of a specified group of human beings or non-human entities such as institutions or organizations, countries, states, industries, etc. that have one or more characteristics in common that are of interest to the investigator. The population for this study was draw from the permanent employees working at National Bank of Ethiopia. In total there

were nine hundred ninety-eight (998) employees as of November 30, 2018. A total of 998 employees, 79 are managers, 420 are professionals, 134 are clericals, 286 are non-clericals and 79 are technical.

### 1.1.4 Sample Size

Sample size refers to the number of subjects under study. According to Krejcie and Morgan (1970) recommended formula for determining sample size.

$$s = \frac{X^2NP(1-P)}{d^2(N-1) + X^2P(1-P)}$$

$$s = \frac{3.841 \times 998 \times 0.5(1-0.5)}{0.05^2(998-1) + 3.841 \times 0.5(1-0.5)}$$

$$s = \underline{278}$$

s- Required sample size

$X^2$  - the table value of chi-square for 1 degree of freedom at the desired confidence level (3.841).

N= the population size

P= the population proportion (assumed to be .50 since this would provide the maximum sample size).

d= the degree of accuracy expressed as a proportion (.05).

This formula of sample size determination developed by Kerjcie and Morgan (1970), at 95 percent degree of confidence, the representative sample size for 998 populations is equal to 278. Out of 278 samples on the proportion of the total population, 22 managers, 117 professionals, 37 clerical, 80 non-clerical and 22 technical staffs considered as representative. Therefore, the sample size of the study is 278. For the purpose of this study, published sample table was referred; Kerjcie & Morgan (1970) sample size table.

### 1.1.5 Sampling Procedures/Techniques

Sample technique is defined as the process by which the entities of the sample have been selected (Cooper and Schindler, 2006). This study used stratified random sampling techniques. Stratified random sampling is a method of sampling that involves the division of a population in to separate or sub groups. In this study populations were divided in five levels namely, Managerial, Professional, Technical, Clerical and Non-Clerical.

### **1.1.6 Methods of Data Analysis and Interpretation**

Data analysis involves reducing the collected data to a manageable size, by developing summaries, through the utilization of data analysis techniques (Cooper and Schindler, 2008). The collected data was analyzed using frequency table. The descriptive data was used to quantitatively describe the feature of the variables using frequency table. Tables and figures were used to present the findings in a more readable way. SPSS software was used due to its ease of use and clarity of output.

### **1.1.7 Ethical Consideration**

Ethical considerations, according to Somekh and Lewin (2009) refers to acting in the manner acceptable to society, of which in this case the researcher made sure that respondents participated willingly. Also, it can be described as moral values, confidentiality and secrecy of an individual, group or an organization. Confidentiality and secrecy mean the assurance that researcher gives to the participants that their identity and involvement in a research will be kept confidential (Quinlan, 2011). Confidentiality was kept with respect to information obtained from the respondents; this was achieved by not asking respondents to fill their names and identity in questionnaires, this provided the opportunity and freedom to respondents to give their feelings freely without any intervention. And, the researcher uses the bank's official documents for only this study.

### **1.1.8 Validity and Reliability**

Reliability is the degree to which measure of a research instrument is consistent, while validity refers the quality in which the questionnaire enable the researcher to measure what he intended to measure. Validity was checked using Cronbach's alpha. In order to balance this side a pilot test was conducted. Pilot testing helps to identify questions that do not make sense to respondents or problems with the questionnaire that might lead to biased answers. 27 sample questionnaires (i.e. 10% of a total population) were distributed to employees of the bank and necessary correction were made. Finally, the population of this study includes various levels of knowledge; the questionnaire was made to have an Amharic version.

## **CHAPTER FOUR**

### **3. DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

#### **3.1 Introduction**

This chapter presents data presentation, analysis and interpretation of the study. In general, 278 questionnaires were distributed and 268 (Managerial 21, Professional 116, Technical 22, Clerical 33 and Non-Clerical 76) were responded (i.e. 96.4 response rate).

#### **3.2 Respondents' Demographic information**

This subsection presents the demographic characteristics of respondents. Table 4 below depicts the respondents' general information: gender, age category, educational qualification, Job category and years of service in the organization.

**Table 1: General Characteristics of the Respondents**

| S/No | Items                        | Characteristics           | Frequency | Percentage |
|------|------------------------------|---------------------------|-----------|------------|
| 1.   | Gender                       | Male                      | 162       | 60.4%      |
|      |                              | Female                    | 106       | 39.6%      |
|      |                              | Total                     | 268       | 100%       |
| 2.   | Age Category                 | 18-29 years               | 142       | 53.0%      |
|      |                              | 30-39 years               | 77        | 28.7%      |
|      |                              | 40-49 years               | 27        | 10.1%      |
|      |                              | 50 years and above        | 22        | 8.2%       |
|      |                              | Total                     | 268       | 100%       |
| 3.   | Educational Qualification    | Below High school         | 8         | 3.0%       |
|      |                              | High school Completed     | 28        | 10.4%      |
|      |                              | Certificate               | 11        | 4.1%       |
|      |                              | Diploma                   | 50        | 18.7%      |
|      |                              | Degree                    | 141       | 52.6%      |
|      |                              | Master's degree and above | 30        | 11.2%      |
|      |                              | Total                     | 268       | 100%       |
| 4.   | Job Category                 | Clerical                  | 33        | 12.3%      |
|      |                              | Non-clerical              | 76        | 28.4%      |
|      |                              | Technical                 | 22        | 8.2%       |
|      |                              | Professional              | 116       | 43.3%      |
|      |                              | Managerial                | 21        | 7.8%       |
|      |                              | Total                     | 268       | 100%       |
| 5.   | Years of service in the bank | <5 Years                  | 136       | 50.7%      |
|      |                              | 5-9 Years                 | 68        | 25.4%      |
|      |                              | 10-14 Years               | 33        | 12.3%      |
|      |                              | 15-19 Years               | 6         | 2.2%       |
|      |                              | 20-24 Years               | 6         | 2.2%       |
|      |                              | >25 Years                 | 19        | 7.1%       |
|      |                              | Total                     | 268       | 100%       |

(Source: Survey Questionnaire, 2019)

As shown in the table 1, the gender composition of the respondents, about 60.4% of them were male while the remaining 39.6% were female. This implies that majority of respondents were male.

As indicated in the table 1, 142 (53.0%) of the respondents are in the age category between 18 - 29 years, 77 (28.7%) between 30-39 years old, 27 (10.1%) were between) 40-49 range, and the remaining 22 (8.2%) between 50 and above years old. The majority of respondents (53.0 %) are between the ages of 18-29. This implies that majority of respondents are young, energetic and productive group which is good if the bank can properly utilize this productive workforce group. Therefore, the bank could retain this young force properly; they could be potential resource to achieve its objective.

Regarding to educational background of respondents, 141 (52.6%) are degree holders, 50 (18.7%) are diploma holders, 30 (11.2%) are Master's degree and above holders, 28 (10.4%) are high school completed, 11 (4.1%) are certificate and the remaining 8 (3.0%) are below high school completed. This indicated that majority of the respondents are degree holders and well educated. Thus, the bank should use effectively well-educated manpower that helps to achieve its objective.

Concerning job category, 116 (43.3%) of the respondents are represented professional position, 76 (28.4%) represented non-clerical position, 33 (12.3%) represented clerical, 22 (8.2%) represented technical and 21 (7.8%) represented managerial position. The researcher understands from this majority of the respondents are professional and this is a good opportunity for the bank to implement HR practices.

About years of service of the respondents, 136 (50.7%) of respondents have less than 5 service years in the bank, 68 (25.4%) have 6 up to 9 years of work experience, 33 (12.3%) have 10 up to 14 years of work experience, 19 (7%) have more than 25 years of experience, 6 (2%) have 10 up to 14 and 20 up to 24 years of work experience. These entails half percentages of the respondents are junior & assistant level and this leads effect on HRM process as well as efficiency and effectiveness.

### 3.3 Status of Employee Turnover

The below table shows that employee turnover classification of the bank by position for last five years. High turnover for a given position may imply that the position is highly required in the labor market (and/or undervalued in the organization), or there is high workload, the nature of the job (job fit) is unrewarding, etc. At the same time, the presence of high turnover in the organization may be as a result of poor relationships (or conflict) between employees and supervisor(s). Hence, in order to help management or any concerned body to interpret the data for a number of specific purposes, the following tables are intended to summarize separation (turnover) based on position or profession.

**Table 2: Status of Employee turnover by position**

| Position     | Turnover by Position Classification |           |           |           |           | Total      |
|--------------|-------------------------------------|-----------|-----------|-----------|-----------|------------|
|              | 2013/2014                           | 2014/2015 | 2015/2016 | 2016/2017 | 2017/18   |            |
| Managerial   | 7                                   | 5         | 4         | 6         | 11        | 33         |
| Professional | 40                                  | 30        | 38        | 45        | 35        | 188        |
| Clerical     | 10                                  | 9         | 17        | 18        | 12        | 66         |
| Non-Clerical | 23                                  | 12        | 25        | 19        | 25        | 109        |
| Technical    | 2                                   | 4         | 3         | 2         | 1         | 7          |
| <b>Total</b> | <b>82</b>                           | <b>60</b> | <b>87</b> | <b>90</b> | <b>84</b> | <b>403</b> |

Employee turnover fashioned by different reasons such as employer controlled (dismissals and early retirement), employee led (due to dissatisfaction of varying kind), employer and employee uncontrolled (retirement, death, etc).

The above table shows that within five years, 403 employees leave from the bank by different reasons. A total of 403 employees, 188 are professional, 109 are non-clerical, 66 are clerical, 33 are managerial, and the remaining 7 are technical positions. The statistic replied that high employee turnover mobility recorded in a professional position. This indicates a high risk to the operation of the bank, due to the human capital (such as skills, training, and knowledge). Others positions non-clerical, clerical, managerial, and technical took second to fifth place.

The exit interview with those resigned on their own accord response akin to last five years that the majority of the resigned employees stated that they left the Bank to be employed with a better



salary & job in another organization and lack of job satisfaction. Though money plays a big role in improving employee engagement, other subtle factors are also detrimental. These include timely provision of employee service, open communication with employees and conducive working environment. To this end, the bank should also focus on these factors which seems small but has a huge impact on employee satisfaction.

### 3.4 Causes of Employee Turnover

Employees leave the organization for different reasons. Different theories define employees' turnover in different ways. The theory of organizational equilibrium states that employees leave organization due to unsatisfactory pay, poor working conditions, and career development. In this study possible causes of employee turnover in the bank are uncompetitive salary and benefit packages, lack of career development, lack of training and development, unsuitable work environment and lack of job satisfaction.

**Table 3: Respondents' opinion concerning Salary and Benefit**

| S/No | Items   | Measurement       | Frequency | Percentage |
|------|---|-------------------|-----------|------------|
| 1.   | Salary and other benefits do not motivate you to stay in the bank             | Strongly Disagree | 28        | 10.4%      |
|      |   | Disagree          | 43        | 16.0%      |
|      |   | No Opinion        | 15        | 5.6%       |
|      |   | Agree             | 79        | 29.5%      |
|      |   | Strongly Agree    | 103       | 38.4%      |
|      |   | Total             | 268       | 100.0%     |
| 2.   | The bank does not provide various benefit packages compared with labor market | Strongly Disagree | 15        | 5.6%       |
|      |   | Disagree          | 63        | 23.5%      |
|      |   | No Opinion        | 33        | 12.3%      |
|      |   | Agree             | 79        | 29.5%      |
|      |   | Strongly Agree    | 78        | 29.1%      |
|      |   | Total             | 268       | 100.0%     |
| 3.   | The pay is not linked to your performance                                     | Strongly Disagree | 17        | 6.3%       |
|      |   | Disagree          | 29        | 10.8%      |
|      |   | No Opinion        | 23        | 8.6%       |
|      |   | Agree             | 86        | 32.1%      |
|      |   | Strongly Agree    | 113       | 42.2%      |
|      |   | Total             | 268       | 100.0%     |

(Source: Survey Questionnaire, 2019)

As shown in the above table 3, 103 (38.4%) of the respondents strongly agreed that salary and other benefits didn't motivate to stay in the bank. On the other hand, 79 (29.5) respondents agreed that salary and other benefits do not motivate employees to stay in the bank. 43 (16.0%) and 28 (10.45) respondents disagreed and strongly disagreed respectively that salary and other benefits do not motivate to stay in the bank. This suggests 67.9% of respondent contended employees do not motivate to stay in the bank due to uncompetitive salary and benefits provided by the bank.

Item 2 indicated, 79 (29.5%) agree and 78 (29.1%) of respondents strongly agreed that the bank does not provide various benefit packages compared with labor. The remaining 63 (23.5%), and 15 (5.6%) respondents disagreed and strongly disagreed respectively that the bank does not provide various benefit packages compared with labor. This indicates 58.6% of respondents replied that employees leave the bank for looking better benefit in another organization or labor market.

Based on item 3 of the above table, 113 (42.2%) strongly agreed and 86 (32.1%) of the respondents agreed that the pay system of the bank is not linked to employee performance. The remaining 29 (10.8%) and 17 (6.3%) of the respondents disagreed and strongly disagreed respectively that pay system of the bank is not linked to employee performance. The result indicates nearly three fourth of the respondents contended that the pay system of the bank is not linked to or based on the employee performance. In general, on average 66.93% of the respondents countered that salary and benefit is a major causes of employee turnover in the bank.

**Table 4: Respondents' opinion concerning Career Development**

| S/No | Items  | Measurement       | Frequency | Percentage |
|------|--|-------------------|-----------|------------|
| 1.   | There is no opportunity for a career development in the bank | Strongly Disagree | 30        | 11.2%      |
|      |  | Disagree          | 52        | 19.4%      |
|      |  | No Opinion        | 31        | 11.6%      |
|      |  | Agree             | 78        | 29.1%      |
|      |  | Strongly Agree    | 77        | 28.7%      |
|      |  | Total             | 268       | 100.0%     |
| 2.   | Promotion is not based on performance result                 | Strongly Disagree | 27        | 10.1%      |
|      |  | Disagree          | 54        | 20.1%      |
|      |  | No Opinion        | 38        | 14.2%      |
|      |  | Agree             | 72        | 26.9%      |
|      |  | Strongly Agree    | 77        | 28.7%      |
|      |  | Total             | 268       | 100.0%     |
| 3.   | Promotion is not based on seniority                          | Strongly Disagree | 38        | 14.2%      |
|      |  | Disagree          | 59        | 22.0%      |
|      |  | No Opinion        | 45        | 16.8%      |
|      |  | Agree             | 55        | 20.5%      |
|      |  | Strongly Agree    | 71        | 26.5%      |
|      |  | Total             | 268       | 100.0%     |

(Source: Survey Questionnaire, 2019)

Based on table 4, regarding career development 155 (57.9%) agreed that there is no opportunity for a career development in the bank. But, 82 (30.6%) of the respondents are disagreed and strongly disagreed on the item. This result indicates lack of career development opportunity leads employee turnover in the bank.

Item 2 of the above table, out of a total respondents 149 (55.6%) strongly agreed that promotion of the bank is not based on performance result. in reverse, 81 (30.2) of the respondents argued

that the promotion of the bank is based on performance result. This shows promotion system of the bank is not aligned with individual performance.

The third Item of the above table revealed 126 (47.0%) of the respondents agreed that promotion is not based on seniority while 97 (36.2%) of the respondents are disagreed. This implied promotion system of bank is merit based.

**Table 5: Respondents’ opinion concerning Training and Development**

| S/No | Items  | Measurement       | Frequency | Percentage |
|------|--|-------------------|-----------|------------|
| 1.   | Training needs are not identified based on your knowledge, skill and attitude gaps | Strongly Disagree | 33        | 12.3%      |
|      |  | Disagree          | 59        | 22.0%      |
|      |  | No Opinion        | 31        | 11.6%      |
|      |  | Agree             | 64        | 23.9%      |
|      |  | Strongly Agree    | 81        | 30.2%      |
|      |  | Total             | 268       | 100.0%     |
| 2.   | The bank does not provides adequate training                                       | Strongly Disagree | 30        | 11.2%      |
|      |  | Disagree          | 53        | 19.8%      |
|      |  | No Opinion        | 23        | 8.6%       |
|      |  | Agree             | 83        | 31.0%      |
|      |  | Strongly Agree    | 79        | 29.5%      |
|      |  | Total             | 268       | 100.0%     |
| 3.   | The training provided by the bank is not helpful to improve your job performance   | Strongly Disagree | 34        | 12.7%      |
|      |  | Disagree          | 77        | 28.7%      |
|      |  | No Opinion        | 51        | 19.0%      |
|      |  | Agree             | 54        | 20.1%      |
|      |  | Strongly Agree    | 52        | 19.4%      |
|      |  | Total             | 268       | 100.0%     |

(Source: Survey Questionnaire, 2019)

As per table 5 of item 1, 145 (54.1%) of the respondents agreed that training needs are not identified based on employee knowledge, skill and attitude gaps whereas 92 (34.3%) are

disagreed on the issue. The result indicates more than half percent of the respondents replied that training needs of the bank does not identified based on employee KSA gaps.

Item 2 of the above table, 182 (60.5%) of the respondents agreed that the bank does provide adequate training to the employees whereas 83 (31%) of the respondents disagreed that the bank does not provides adequate training to the employees. Majority of the respondents confirmed that the bank doesn't provide adequate training to employees.

Regarding item 3, 111 (41.4%) are disagreed though 108 (39.5%) of the respondents agreed that the training provided by the bank is not helpful to improve job performance. This indicates training provided by bank significant to improve employees' performance.

**Table 6: Respondents' opinion concerning Work environment**

| S/No | Items   | Measurement       | Frequency | Percentage |
|------|---|-------------------|-----------|------------|
| 1.   | The working environment does not motivate you to stay in the Bank | Strongly Disagree | 42        | 15.7%      |
|      |   | Disagree          | 56        | 20.9%      |
|      |   | No Opinion        | 32        | 11.9%      |
|      |   | Agree             | 54        | 20.1%      |
|      |   | Strongly Agree    | 84        | 31.3%      |
|      |   | Total             | 268       | 100.0%     |
| 2.   | I feel stress during my work                                      | Strongly Disagree | 50        | 18.7%      |
|      |   | Disagree          | 72        | 26.9%      |
|      |   | No Opinion        | 46        | 17.2%      |
|      |   | Agree             | 56        | 20.9%      |
|      |   | Strongly Agree    | 44        | 16.4%      |
|      |   | Total             | 268       | 100.0%     |
| 3.   | The bank does not have open and comfortable environment           | Strongly Disagree | 46        | 17.2%      |
|      |   | Disagree          | 57        | 21.3%      |
|      |   | No Opinion        | 33        | 12.3%      |
|      |   | Agree             | 69        | 25.7%      |
|      |   | Strongly Agree    | 63        | 23.5%      |
|      |   | Total             | 268       | 100.0%     |

(Source: Survey Questionnaire, 2019)

Table 5 item 1 of the above 138 (51.4%) are agreed whereas 98 (36.6%) of the respondents disagreed that the working environment does not motivate to stay in the bank. This illustration shows the working environment of bank is not fashioned conducive and suitable.

Item 2 portrays 100 (37.3%) of the respondents agreed that feel stress during their work. In contrary, 122 (45.4%) of the respondents disagreed that feel stress during their work and the remaining 46 (17.2) respondents are not voluntary to rate item. The percentage marks a large portion of the respondents replied that the employees does not feel stress during their work.

Item 3 clarify 132 (49.2%) of the respondents agreed that the bank does not have open and comfortable environment whereas 103 (38.5%) of the respondents are disagreed. This indicates nearly half percent of the respondents are not comfortable with bank's work environment.

**Table 7: Respondents' opinion concerning Job Satisfaction**

| S/No | Items  | Measurement       | Frequency | Percentage |
|------|--|-------------------|-----------|------------|
| 1.   | You consider your job is unpleasant                  | Strongly Disagree | 55        | 20.5%      |
|      |  | Disagree          | 73        | 27.2%      |
|      |  | No Opinion        | 33        | 12.3%      |
|      |  | Agree             | 66        | 24.6%      |
|      |  | Strongly Agree    | 41        | 15.3%      |
|      |  | Total             | 268       | 100.0%     |
| 2.   | You do often boredom with your job                   | Strongly Disagree | 57        | 21.3%      |
|      |  | Disagree          | 78        | 29.1%      |
|      |  | No Opinion        | 35        | 13.1%      |
|      |  | Agree             | 65        | 24.3%      |
|      |  | Strongly Agree    | 33        | 12.3%      |
|      |  | Total             | 268       | 100.0%     |
| 3.   | You do not feel fairly well satisfied with your job. | Strongly Disagree | 51        | 19.0%      |
|      |  | Disagree          | 69        | 25.7%      |
|      |  | No Opinion        | 39        | 14.6%      |
|      |  | Agree             | 68        | 25.4%      |
|      |  | Strongly Agree    | 41        | 15.3%      |
|      |  | Total             | 268       | 100.0%     |
| 4.   | You do not feel motivated in your job                | Strongly Disagree | 61        | 22.8%      |
|      |  | Disagree          | 89        | 33.2%      |
|      |  | No Opinion        | 28        | 10.4%      |
|      |  | Agree             | 54        | 20.1%      |
|      |  | Strongly Agree    | 36        | 13.4%      |
|      |  | Total             | 268       | 100.0%     |
| 5.   | Most days, you do not enthusiastic about your work.  | Strongly Disagree | 68        | 25.4%      |
|      |  | Disagree          | 77        | 28.7%      |
|      |  | No Opinion        | 35        | 13.1%      |
|      |  | Agree             | 58        | 21.6%      |
|      |  | Strongly Agree    | 30        | 11.2%      |
|      |  | Total             | 268       | 100.0%     |

(Source: Survey Questionnaire, 2019)

The above table 7 depicts concerning job satisfaction, item 1 indicates 128 (47.7%) of the respondent disagreed that they consider their job pleasant while 108 (39.9%) are agreed that consider their job unpleasant. This indicates majority of the respondents didn't consider their job unpleasant.

Item 2 portrays 98 (36.6%) of respondents agreed that they do often boredom with their job nevertheless 135 (40.4%) of the respondents disagreed on the item. This indicates respondents do often boredom with their job. Item 3 explains 108 (40.7%) of respondents agree whereas 120 (44.7) of the respondents disagree that employees do not feel fairly well satisfied with job.

Regarding item 4, 150 (56%) of the respondents disagreed that the respondents do not feel motivated in their job whereas 90 (33.5%) of the respondents agreed that the respondents do not feel motivated their work. This indicates only one third of the respondents are do not feel motivated their work.

The last item of the above table indicates 145 (54.1%) of the respondents disagreed that most days, they do not enthusiastic about their work. But, 88 (32.8%) of the respondents agreed on most days, they do not enthusiastic about their job.

To this end, the result of the respondents shows that employees are not satisfied with their work. Job satisfaction is affected by different factors such as nature of work, organizational policy and procedure, reward system, personality and others. Therefore, the bank should improve the aforementioned factors that help to satisfy and retain employees in the bank.



**Table 8: Responses to Strategies to be taken to Minimize Employee Turnover**

| S/No | Items  | Measurement       | Frequency | Percentage |
|------|--|-------------------|-----------|------------|
| 1.   | Hire the right candidate at the right position           | Strongly Disagree | 29        | 10.8%      |
|      |  | Disagree          | 13        | 4.9%       |
|      |  | No Opinion        | 16        | 6.0%       |
|      |  | Agree             | 60        | 22.4%      |
|      |  | Strongly Agree    | 150       | 56.0%      |
|      |  | Total             | 268       | 100.0%     |
| 2.   | Offer Competitive Pay and Benefits                       | Strongly Disagree | 25        | 9.3%       |
|      |  | Disagree          | 16        | 6.0%       |
|      |  | No Opinion        | 6         | 2.2%       |
|      |  | Agree             | 45        | 16.8%      |
|      |  | Strongly Agree    | 176       | 65.7%      |
|      |  | Total             | 268       | 100.0%     |
| 3.   | Provide opportunity for development                      | Strongly Disagree | 24        | 9.0%       |
|      |  | Disagree          | 17        | 6.3%       |
|      |  | No Opinion        | 10        | 3.7%       |
|      |  | Agree             | 48        | 17.9%      |
|      |  | Strongly Agree    | 169       | 63.1%      |
|      |  | Total             | 268       | 100.0%     |
| 4.   | Create a favorable work environment                      | Strongly Disagree | 21        | 7.8%       |
|      |  | Disagree          | 20        | 7.5%       |
|      |  | No Opinion        | 10        | 3.7%       |
|      |  | Agree             | 54        | 20.1%      |
|      |  | Strongly Agree    | 163       | 60.8%      |
|      |  | Total             | 268       | 100.0%     |
| 5.   | Improve work relationship between employees and managers | Strongly Disagree | 22        | 8.2%       |
|      |  | Disagree          | 16        | 6.0%       |
|      |  | No Opinion        | 4         | 1.5%       |
|      |  | Agree             | 57        | 21.3%      |
|      |  | Strongly Agree    | 169       | 63.1%      |
|      |  | Total             | 268       | 100.0%     |

(Source: Survey Questionnaire, 2019)

As indicated in the above table 8, 84.4% of respondents were improve work relationship between employees and managers, 82.5% were offer competitive pay and benefits, 81% were provide opportunity for development and Create a favorable work environment and 78.4% of the respondents were hire the right candidate at the right position should to be taken by the bank to minimize employee turnover. Strategies to be taken to minimize employee turnover is starting from recruitment. Only recruitment is not enough; onboarding newcomers value system, norms and desired organizational behaviors and reward them to retain in the organization. The organization do not pay to employees well, they will find other organization that will.

The interview was conducted with HRMD Director and Manager of the Directorate. The director replied on why employees leave from the bank; due to unbalanced job classification among employees, fearing to take risk, young staffs emotionally decide to leave, lack of belong, poor relation between immediate supervisor and other push factors causes employee leave the bank. Ina addition, the manager added on the issue that employee leave the bank for uncompetitive salary with labor markets especially with banking sector, delay or inefficiency of promotion process and the promotion criteria is extremely exaggerated, lack of career path or development particularly for supervisory positions, humble working environment and to attend abroad education.

Adopted strategies to be minimizing employee turnover in the bank should review the existing salary scale. During the interviews the HRMD director told the researcher that the existing salary of the bank was applied in 2013 which was before 6 years. So, the bank ought to review its salary and other benefit packages to minimize employee turnover. Another adopted strategy by the bank to minimize employee turnover is re-grade (conduct job analysis and job evaluation) the existing job grade and specification. The other strategies listed in this study, like create smooth relationship between managers and employees, flexible and favorable work environment, and reward good performers significant to minimize employee turnover in the bank.

## **CHAPTER FIVE**

### **3.1 SUMMARY OF KEY FINDINGS, CONCLUSION AND RECOMMENDATION**

In the previous chapter, presentation, analysis and interpretation of results was made based on the data obtained through distributed questionnaires to employees and an interview conducted with management staff of the bank. Based on the analysis and interpretation, summary of findings, conclusion and recommendations are presented as follows.

### **3.2 SUMMARY OF KEY FINDINGS AND CONCLUSION**

Based on the data analysis and interpretation, the major findings and conclusions are summarized as follows:

- ❖ Employees leave from the bank; due to unbalanced job classification among employees, fearing to take risk, young staffs emotionally decide to leave, lack of belong, poor relation between immediate supervisor and other push factors causes employee leave the bank. Others such as uncompetitive salary with labor markets especially with banking sector, delay or inefficiency of promotion process and the promotion criteria is extremely exaggerated, lack of career path or development particularly for supervisory positions, humble working environment and to attend abroad education are causes of employee turnover in the bank.
- ❖ There is also low level of job satisfaction in terms of varied nature of the job. Job satisfaction affected by different factors such as nature of work, organizational policy and procedure, reward system, personality and others.
- ❖ Create smooth relationship between managers and employees, flexible and favorable work environment, and reward good performers are good strategies to minimize employee turnover in the bank.

### **3.3 RECOMMENDATION**

In order to achieve its objective, managing employee turnover is a great importance. Keeping this in mind and grounding the findings and conclusions reached in the study, the following recommendations were forwarded.

- ❖ The bank should create career development opportunities for the employee. It helps employees to become more competent and to enjoy their work even better.
- ❖ The bank should improve working conditions within the organization. The working environment should be flexible and conducive for employee's health and safety which also enhances efficiency and productivity.
- ❖ The bank should reduce work boredom to employees by revisiting job description. If there is no match between employee and the job, the employees become bored by the job that provides choose to quit the organization.
- ❖ The bank should reduce employee turnover in order to improve organizational productivity by minimizing the causes of employee.
- ❖ The bank should conduct training needs assessment (TNA) identified based on employees knowledge, skill and attitude that helps to the reduction of resource wastage.
- ❖ The bank should ensure that a reasonable and competitive salary is paid to employees in the organization compared to the labor market that prevent employees from moving to other organizations. This enhances to attract skilled and talented expertise from the labor market.

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# APPENDEICES

## APPENDIX I

### Addis Ababa University

#### College Of Business and Economics

#### Department Of Public Administration and Development Management

Dear Sir/Madam,

I am pleased to inform you that am a postgraduate student at Addis Ababa University pursuing a Master's Degree in Public Management & Policy. The aim of the study is to evaluate the causes of employee turnover in the National Bank of Ethiopia. Therefore, you have been selected for the study and the information gathered will be treated as confidential and used for academic purpose only. I hereby invite you to participate in this research by filling in the attached questionnaire. Your opinions shall remain confidential and will be used solely for this research.

Thank you for your kind cooperation.

#### Instructions

- ✓ Do not write your name on the questionnaire.
- ✓ Answer all questions to the best of your ability.

#### **PART 1: General Information**

**Direction:** Please put a check mark (✓) on the appropriate box or table.

**1. Gender:**

Male  Female

**2. Age Category:**

18-29  30-39

40-49  50 and above

**3. Educational Qualification:**

Below High School  High School Completed

Certificate  Diploma

Degree  Master Degree and above

**4. Job Category:**

Clerical  Non-Clerical  Technical  Professional  Managerial

**5. Year of service in the bank:**

<5 Years  5-9 Years  10-14 Years

15-19 Years  20-24 Years  >25 Years



## **Part 2: Causes of Employee Turnover**

Indicate the extent to which you agree with the following statements by using a scale of **1 to 5** where **1= Strongly disagree, 2= Disagree, 3= No opinion, 4= Agree, 5= Strongly agree**. Please tick (√) the box that best describes your opinion for each statement.

| No       | Possible causes of turnover in NBE   | Response Option |   |   |   |   |
|----------|--|-----------------|---|---|---|---|
|          |  | 5               | 4 | 3 | 2 | 1 |
| <b>1</b> | <b><u>Salary and Benefits</u></b>  |                 |   |   |   |   |
| 1.1      | Salary and other benefits do not motivate you to stay in the bank                  |                 |   |   |   |   |
| 1.2      | The bank does not provide various benefit packages compared with labor market      |                 |   |   |   |   |
| 1.3      | The pay is not linked to your performance  |                 |   |   |   |   |
| <b>2</b> | <b><u>Career Development</u></b>   |                 |   |   |   |   |
| 2.1      | There is no opportunity for a career development in the bank                       |                 |   |   |   |   |
| 2.2      | Promotion is not based on performance result                                       |                 |   |   |   |   |
| 2.3      | Promotion is not based on seniority  |                 |   |   |   |   |
| <b>3</b> | <b><u>Training and Development</u></b>   |                 |   |   |   |   |
| 3.1      | Training needs are not identified based on your knowledge, skill and attitude gaps |                 |   |   |   |   |
| 3.2      | The bank does not provides adequate training                                       |                 |   |   |   |   |
| 3.3      | The training provided by the bank is not helpful to improve your job performance   |                 |   |   |   |   |
| <b>4</b> | <b><u>Work Environment</u></b>   |                 |   |   |   |   |
| 4.1      | The working environment does not motivate you to stay in the Bank                  |                 |   |   |   |   |
| 4.2      | I feel stress during my work   |                 |   |   |   |   |
| 4.3      | The bank does not have open and comfortable environment                            |                 |   |   |   |   |
| <b>5</b> | <b><u>Job Satisfaction</u></b>   |                 |   |   |   |   |
| 5.1      | You consider your job is unpleasant  |                 |   |   |   |   |
| 5.2      | You do often boredom with your job   |                 |   |   |   |   |
| 5.3      | You do not feel fairly well satisfied with your job.                               |                 |   |   |   |   |
| 5.4      | You do not feel motivated in your job  |                 |   |   |   |   |
| 5.5      | Most days, you do not enthusiastic about your work.                                |                 |   |   |   |   |

**Part 3: Strategies to be taken to minimize Employee Turnover**

| No | Please indicate your response regarding ways that are used to reduce employee turnover. | Response Option |   |   |   |   |
|----|---|-----------------|---|---|---|---|
|    |   | 5               | 4 | 3 | 2 | 1 |
| 1. | Hire the right candidate at the right position  |                 |   |   |   |   |
| 2. | Offer Competitive Pay and Benefits  |                 |   |   |   |   |
| 3. | Provide opportunity for development   |                 |   |   |   |   |
| 4. | Create a favorable work environment   |                 |   |   |   |   |
| 5. | Improve work relationship between employees and managers                                |                 |   |   |   |   |

**Thank you for your cooperation!**

**APPENDIX II**

**Addis Ababa University**

**College Of Business and Economics**

**Department Of Public Administration and Development Management**

**Interview Questions (HRMD Director and Manager)**

1. In your opinion, what do you think are the reasons why employees leave the bank?

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2. What measure does the management take to reduce employee turnover?

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3. Any comments.....

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**Thank you for your cooperation!**

**APPENDIX III**

**አዲስ አበባ ዩኒቨርሲቲ**

**ቢዝነስና ኢኮኖሚክስ ኮሌጅ**

**የህዝብ አስተዳደርና ልማት ሥራ አመራር ት/ት ክፍል**

**ክቡራን፣**

እኔ የዚህ ጥናት አዘጋጅ በአዲስ አበባ ዩኒቨርሲቲ በማታ መርሃ ግብር የማስተር ዲግሪ በህዝብ አስተዳደር እና ፖሊሲ ተመራቂ ተማሪ ነኝ። የዚህ የመመርቂያ ጽሑፍ ዋና ዓላማው የሥራተኛ ፍልሰት መንስኤው በኢትዮጵያ ብሔራዊ ባንክ ለመዳሰስ ነው። በመሆኑም፣ እርስዎ ለዚህ ጥናት የሚያገዛኝ መረጃ እንዲሰጡ የተመረጡ ሲሆን የሚሰጡን መረጃ ለሌላ ወገን ተላልፎ የማይሰጥ እና ሚስጥራዊነቱ የተጠበቀ መሆኑን እየገለጽኩ ለዚህ ጥናት ዓላማ ብቻ የሚውል ይሆናል። ይህን ግምት ውስጥ በማስገባት የዚህ ጥያቄ እንዲሞሉ በአክብሮት እጠይቃለሁ።

ለሚደረግልን ትብብር በቅድሚያ እናመሰግናለን።

**ማስታወሻ፣**

- ✓ በጥያቄ ላይ ስምዎን አይግለጹ
- ✓ ትክክለኛ መልስ ይምረጡ

**ክፍል 1: አጠቃላይ መረጃ**

**ትዕዛዝ: የሚከትለውን (✓) በማድረግ በሳጥን ውስጥ ይሙሉ**

1. ስድስት ወንድ
2. የእድሜ ገደብ፡  
18-29 -39  40-49  50 እና ከዚያ በላይ
3. የትምህርት ዝግጅት፡  
ሁለተኛ ደረጃ ያላጠናቀቁ  ሁለተኛ ደረጃ ያጠናቀቁ   
ሰርተፊኬት  ዲፕሎማ   
ዲግሪ  ማስተር ዲግሪ ከዚያ በላይ
4. የሥራ መደብ፡  
የጽህፈት ሥራ  ነክ ያልሆነ  ቴክኒካል   
ፕሮፌሽናል  ፍ/አስተዳደር
5. የአገልግሎት ጊዜ በባንኩ፡  
<5 ዓመት -9 ዓመት  10-14 ዓመት   
15-19 ዓመት  20-24 ዓመት  >25 ዓመት እና ከዚያ በላይ

**ክፍል ሁለት: ለሥራተኛ ፍልሰት ምክንያት ሊሆን የሚችሉ ጥያቄዎች**

ከዚህ በታች ባለው ሰንጠረዥ ውስጥ የሚሰማዎትን መልስ ከ1 እስከ 5 (✓) በማድረግ ይምረጡ። 1= በጣም አልሰማማም፣

2= አልሰማማም፣ 3 = አስተያየት የለኝም፣ 4= እስማማለሁ፣ 5 = በጣም እስማማለሁ።

|            |  |                  |
|------------|--|------------------|
| <b>ተ.ቁ</b> |  | <b>የአማራጭ ምላሽ</b> |
|------------|--|------------------|

| በባንኩ የሠራተኛ ፍልሰት ምክንያት ሊሆኑ የሚችሉ ጉዳዮች |   | 5 | 4 | 3 | 2 | 1 |
|-------------------------------------|---|---|---|---|---|---|
| <b>1.</b>                           | <b><u>ደመወዝና ጥቅማ ጥቅም</u></b>                       |   |   |   |   |   |
| 1.1                                 | የሚከፈለኝ ደመወዝና ጥቅማጥቅም በባንኩ ውስጥ ደስተኛ ሆኖ እንዳልቆይ ያደረጋል |   |   |   |   |   |
| 1.2                                 | ከገበያው አንጻር ባንኩ የተለያዩ ጥቅማጥቅሞችን አይከፍልም              |   |   |   |   |   |
| 1.3                                 | የሚከፈለኝ ክፍያ የሥራ አፈጻጸሜን መሰረት ያደረገ አይደለም             |   |   |   |   |   |
| <b>2.</b>                           | <b><u>የሥራ እድገት</u></b>                            |   |   |   |   |   |
| 2.1                                 | በባንኩ ውስጥ ሙያን የማሳድግበት የሥራ እድገት አጋጣሚዎች የሉም          |   |   |   |   |   |
| 2.2                                 | ባንኩ እድገት የሚሰጠው በሥራ አፈጻጸም መሰረት አይደለም               |   |   |   |   |   |
| 2.3                                 | ባንኩ እድገት የሚሰጠው በቆይታ ወይም በልምድ አይደለም                |   |   |   |   |   |
| <b>3.</b>                           | <b><u>ስልጠናና ትምህርት</u></b>                         |   |   |   |   |   |
| 3.1                                 | የባንኩ የስልጠና ፈላጎት ዕውቀት፣ ክህሎትና አመለካከትን ያገናዘበ አይደለም   |   |   |   |   |   |
| 3.2                                 | ባንኩ በቂ ስልጠና አይሰጥም                                 |   |   |   |   |   |
| 3.3                                 | የሚሰጡ ስልጠናዎች የሥራ አፈጻጸምን ለማሳደግ አይጠቅምም               |   |   |   |   |   |
| <b>4.</b>                           | <b><u>ሥራ አካባቢ</u></b>                             |   |   |   |   |   |
| 4.1                                 | አመቺ ሥራ አካባቢ ሠራተኛ በባንኩ ውስጥ እንዳይቆይ ያደረጋል            |   |   |   |   |   |
| 4.2                                 | ሥራዬን በሚሰራበት ጊዜ አጨናነቃለሁ                            |   |   |   |   |   |
| 4.3                                 | ባንኩ ለሠራተኞች አመቺ የሆነ የሥራ አካባቢ አልፈጠረም                |   |   |   |   |   |
| <b>5.</b>                           | <b><u>የሥራ እርካታ</u></b>                            |   |   |   |   |   |
| 5.1                                 | በምሰራው ሥራ ደስተኛ አይደለሁም                              |   |   |   |   |   |
| 5.2                                 | ብዙ ጊዜ በሥራዬ እሰላቻለሁ                                 |   |   |   |   |   |
| 5.3                                 | በምሰራው ሥራ አልረካሁም                                   |   |   |   |   |   |
| 5.4                                 | በሥራዬ ላይ ተነሳሽነት የለኝም                               |   |   |   |   |   |
| 5.5                                 | አብዛኛው ጊዜ የሥራ ጉጉት ወይም ስሜት የለኝም                     |   |   |   |   |   |

**ክፍል አምስት፡ የሠራተኛ ፍልሰትን ለመቀነስ መከተል የሚገባ ዘዴዎች**

| ተ.ቁ | ባንኩ የሠራተኞች ፍልሰት ለመቀነስ ምን መሰራት አለበት ወይም ምን ዘዴዎች መከተል አለበት ብለው ያምናሉ? | የአማራጭ ምላሽ |   |   |   |   |
|-----|--|-----------|---|---|---|---|
|     |  | 5         | 4 | 3 | 2 | 1 |
| 5.1 | ብቁ ሠራተኛ በተገቢው ቦታ መቅጠር  |           |   |   |   |   |

| ተ.ቁ | ባንኩ የሠራተኞች ፍልሰት ለመቀነስ ምን መስራት አለበት ወይም ምን ዘዴዎች መከተል አለበት ብለው ያምናሉ? | የአማራጭ ምላሽ |   |   |   |   |
|-----|--|-----------|---|---|---|---|
|     |  | 5         | 4 | 3 | 2 | 1 |
| 5.2 | ለሠራተኞች ተወዳዳሪ ደመወዝና ጥቅማ ጥቅም መክፈል                                    |           |   |   |   |   |
| 5.3 | ለሠራተኞች የእድገት ሁኔታ ማመቻቸት   |           |   |   |   |   |
| 5.4 | ምቹ የሥራ አካባቢ መፍጠር   |           |   |   |   |   |
| 5.5 | በሠራተኞችና በአለቆች መካከል ያለውን የሥራ ግኑኝነት ማሻሻል                             |           |   |   |   |   |

**ስለ ትብብርዎ አመሰግናለሁ!!!**